

Australia	54.22	Indonesia	10.110	Portugal	10.100
Belgium	10.100	Israel	10.100	Spain	10.100
Canada	10.100	Japan	10.100	Switzerland	10.100
Denmark	10.100	Korea	10.100	Taiwan	10.100
France	10.100	Malaysia	10.100	Thailand	10.100
Germany	10.100	Mexico	10.100	Turkey	10.100
Greece	10.100	Netherlands	10.100	U.S.A.	10.100
Hong Kong	10.100	Norway	10.100	U.S.A.	10.100
India	10.100	Sweden	10.100	U.S.A.	10.100

FINANCIAL TIMES

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World News Business Summary

Gulf force proposed by tanker owners

The International Association of Independent Tanker Owners in London called on Western countries with a naval presence in the Gulf to form a joint escort force to protect merchant shipping in the region.

The association stressed concern at lack of action to establish an escort service under the UN flag.

US bar on Marcos

The US barred former Philippine President Ferdinand Marcos from leaving his exile in Hawaii because of concerns that he was trying to destabilise the new Government in Manila.

Iranian exiles killed

Iranian exiles in Karachi and Qazvin were attacked with rockets and grenades in raids against opponents of Iranian leader Ayatollah Khomeini. Two people were killed and 22 injured.

Chernobyl exclusion

The Soviet Union barred foreign reporters from attending the second day of proceedings of the Chernobyl trial in which six officials from the plant face charges arising from the accident last April.

Seoul frees 307

South Korean authorities freed 307 political prisoners as concern mounted that a funeral service for a student killed in a battle with police last month could provoke a fresh confrontation. Page 4

Johannesburg blast

A limpet mine wrecked a hotel bar in central Johannesburg, injuring four black men. Talks with ANC. Page 4

Rust release 'soon'

The Soviet Union will soon free Mr Mathias Rust, the West German pilot who landed in Red Square, Moscow, a senior Soviet official said. Page 3

Yugoslav strike

About 800 workers at an agricultural machine plant in Rijeka, Yugoslavia, went on strike against low wages in the latest of a series of illegal strikes that have involved nearly 100,000 workers in about 700 stoppages so far this year.

New Iceland coalition

A three-party coalition took power in Iceland, ending 10 weeks of bitter political wrangling and pledged immediate rises in indirect taxation and an attack on inflation.

Panama bans demos

Panama banned public protests indefinitely after a week of growing anti-government street demonstrations and an attack by gunmen on an independent radio station.

Border guard flees

An East German border guard in a camouflage suit dodged 30 rounds of gunfire as he fled through Spandau forest across the fortified border to West Berlin.

Complaint to Israel

The US complained to Israel about the treatment of Arab citizens of Arab origin arriving to visit relatives in the occupied West Bank.

Poll problems

Thousands of tribesmen armed with arrows and spears disrupted vote-counting in Papua New Guinea's national elections.

Suspect beheaded

Vigilantes beheaded a suspected communist rebel in the central Philippines and gave his head to the army.

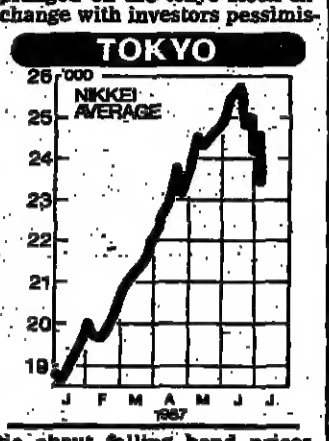
Pope's love story

A love story written by the Pope in 1960 when he was an auxiliary bishop in Krakow, is to make its cinema debut in Italy this year, starring Ben Cross, Ben Cross and Olivia Hussey.

Belgians claim Contibel victory

TWO BELGIAN companies, Groupe Bruxelles Lambert and Tractebel, bidding for Contibel, part of the old Imperial Continental Gas group, yesterday claimed victory after increasing their offer to \$448m (\$725m) from \$395m and buying nearly 15 per cent of the group's shares in the stock market to push their stake above 50 per cent. Page 28

TOKYO



about falling bond prices, the strong dollar and fears of rising oil prices. The Nikkei average dropped 343.57 to close at 22,472.42. Page 42

WALL STREET

By 3pm the Dow Jones industrial average was up 10.04 at 2,460.62. Page 42

LONDON

Equities ran into a technical correction after their recent rise to record levels. The FT-SE 100 index closed 6.5 lower at 2,358.9 and the FT Ordinary was 9.5 down at 1,627.2. Gilt edged up about a 1/4. Details, Page 28

GOLD

rose \$3.50 on the London bullion market to close at \$446.30. It also rose in Zurich to \$446.50 (\$444.50). Page 39

DOLLAR

rose in London to 150.85 (149.70); to DM 1.8415 (DM 1.8395); to FF 1.1350 (FF 1.1270); but fell to SF 1.6335 (SF 1.6340). On the Bank of England figure, the dollar's exchange rate index was unchanged at 103.0. Page 31

STERLING

fell in London to \$1.8180 (\$1.8200); to SF 2.4825 (SF 2.4850); but rose to 2243.50; and remained unchanged at DM 2.98; and FF 9.8275. The pound's exchange rate index edged up at 73.0. Page 31

AMCO CANADA

Petroleum and Chemicals could raise its \$55.2m (US\$33.93m) offer for Dome Petroleum on the eve of the court action by Bank of Montreal, one of Dome's secured lenders.

DOW JONES

US business publishing group which owns the Wall Street Journal, has taken a 14 per cent stake in Groupe Expansion, the French business publisher. Page 21

OLIVETTI

Italian office automation group, has formed new company to manufacture and distribute home computers outside of Italy. The new company, called Prodest International, have initial capital of £100m (\$1.5m).

ALAN CLORE

the British investor who took control of Kaiser Aluminum & Chemical earlier this year, plans to liquidate a substantial part of the financially troubled group. Page 21

AIR FRANCE

confirmed that it is to buy seven Airbus A-340 long-range jet airliners. Page 5

GUINNESS

A London High Court judge was urged not to order former Guinness director Thomas Ward to repay all the £2.2m (£1m) the company alleges was wrongfully paid to him. Page 7

AUSTRALIA and New Zealand

Banking Group is to shed 250 staff from its London operations in a cost-cutting drive. Page 7

VOLKSWAGEN-ANDI

of West Germany increased its lead at the top of the West European car production league last year, according to a new industry analysis. Page 5

North says US and Israel co-operated to free hostages

BY LONEL BARBER IN WASHINGTON

LT COL Oliver North, the sacked White House aide, yesterday described to Congress how the US and Israel operated a joint venture to free American hostages and pursue joint covert operations worldwide, using profits from secret arms sales to Iran.

Col North also told the joint House-Senate committee investigating the Iran Contra scandal that he had shredded crucial documents on his activities on the orders of Mr William Casey, the now deceased director of the CIA.

During his second day of often melodramatic testimony at the televised hearings, Col North portrayed himself as a hard-working government official anxious to stay within the law but eager to use deception and intrigue to fight Communism around the world and particularly in Nicaragua.

For the first time the 43 year old marine and Vietnam war veteran described the origins of the scandal which has crippled the Reagan presidency and damaged America's standing abroad: the diversion of millions of dollars of profits from US arms sales to Iran to the Nicaraguan Contra rebels during the 1984-86 congressional aid ban.

Col North said he met a senior Israeli government official, Mr Moshe Ghorbanifar, who said he and the CIA suspected he was an Israeli agent. The meeting

took place in Europe in February 1986 shortly after Israel, with the approval of President Ronald Reagan, shipped anti-tank missiles and anti-aircraft weapons to Iran in exchange for American hostages held in Lebanon.

Col North said he was worried about selling arms to Iran, which sponsored terrorism, and so Mr Ghorbanifar tried to make the arms sales more palatable. During a brief encounter in a public toilet, Mr Ghorbanifar suggested using the money to arm the Contra rebels.

I thought that using the Ayatollah's money to support the democratic resistance in Nicaragua was a right good idea, Col North told the congressional hearings.

Col North then pushed the idea within the Administration and, he said, he secured approval from his boss, Rear Admiral John Poindexter, President Reagan's former National Security Adviser.

Mr Casey was also aware of the diversion scheme and throughout yesterday's testimony he loomed large. Col North said he was constantly in touch, supervising his activities, and at one point in October 1986 advising him to shred a ledger containing numerous addresses and names of people involved in helping the Contras.

Mr Casey himself had given him the ledger at an earlier date, Col North said.

At times, the marine officer

appeared a natural television performer, mixing emotion and melodrama with ease.

Asked why he had allowed a \$4,000 security system to be installed at his Virginia home as a personal gift, Col North launched into a 10 minute tirade. He described how he had been informed by the FBI that the world's most dangerous terrorist, Abu Nidal had targeted him for assassination. I will take on Abu Nidal on equal terms anywhere in the world but I'm not willing to let my wife and my four children meet him on his terms, said Col North, claiming that the US Government had been unable to provide him with protection.

I don't wish to over-dramatise this, said Col North before adding a description of how Abu Nidal had shot an 11 year-old American girl at Rome Airport in the head during a terrorist massacre. I have an 11 year old daughter too.

But Col North under questioning admitted that he had made a grave error in accepting the security system as a gift and later attempting to conceal it.

But he stressed he had never received a penny from the funds used for the Nicaraguan Contra rebels and had kept accounts scrupulously. On occasions, he said, he had used his own money when the account was low and later reimbursed himself.

North draws praise, Page 4

Indian army on full alert as Hindus attack Sikhs

BY K.K. SHARMA IN NEW DELHI AND JOHN ELLIOTT IN LONDON

THE INDIAN army put on a show of force in the northern states of Punjab and Haryana yesterday in an attempt to prevent further violence following the killing of 72 Hindu bus passengers by Sikh extremists in the past few days.

The army was put on full alert across northern India as angry groups of Hindus attacked Sikhs in some Haryana towns in what has been one of the worst weeks of communal violence since the Sikh agitation started five years ago.

At least six people were killed in the gathering Hindu backlash. State-run All-India Radio said commanders in northern India had been instructed to be ready to assist police to maintain order. At least 15 Sikh-owned shops were burned in Haryana, and anti-Sikh disturbances were reported in neighbouring Delhi, Himachal Pradesh and Uttar Pradesh.

There are fears of a major Hindu backlash against the Sikhs following this week's massacres. The Government has generally been successful in

suppressing such a backlash since the desperate riots against Sikhs after the assassination of Mrs Indira Gandhi, former prime minister, at the end of 1984.

Mr Rajiv Gandhi, the Prime Minister, has come under bitter attack from opposition parties. The escalating violence follows his failure to implement a peace accord for the Punjab which he negotiated in 1985. The recent spiral of violence also underlines the fact that President's Rule, direct rule from Delhi which was imposed two months ago, is not curbing the killings.

Tension built up between Hindus and Sikhs yesterday when news spread of the second bus attack by Sikh extremists in two days, in which 22 bus passengers were killed.

Unlike most earlier outbreaks of violence which have been concentrated in the troubled Sikh state of Punjab, this second attack was more significant because it took place in the adjacent Hindu-dominated state of Haryana, indicating that the extremists are spreading their

area of operations in an attempt to terrorise Hindus.

Although shops remained closed in nearly all towns in the north in a spontaneous protest against the deaths, some shops owned by Sikhs were set on fire and Sikhs were beaten up in parts of Haryana. Curfews were introduced in some areas.

The government ordered flag marches in which fully armed soldiers marched with guns and Sikhs were beaten up in parts of Haryana. Curfews were introduced in some areas.

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Hundreds of members of the opposition Bharatiya Janata Party (BJP) were arrested in New Delhi yesterday when they tried to march to the residences of Mr Gandhi and Mr Bha Singh, the Home Minister, calling for their resignations because of the Hindu deaths. The BJP has called a one day general strike of offices and educational institutions throughout India today.

Editorial comment, Page 18

OECD welcomes debt moves despite cuts in lending

BY ALEXANDER NICOLL IN LONDON

CUTS IN LENDING from private banks and sources caused net flows of money to developing countries to fall by 15 per cent last year, according to a report published today by the Organisation of Economic Co-operation and Development.

The OECD, however, strikes a relatively positive note despite this performance and the intensification of debt problems in 1986, caused partly by slower world economic growth and falling commodity prices.

Noting recent initiatives to reduce the burden of debt, such as moves by the Paris Club group of sovereign creditors and the 'menu' of financing options offered by banks, it says: 'A new phase of co-operation on debt and development finance may have begun, recognising

more fully the fundamental nature of the problem.'

But it adds: 'Greater flexibility, more resources and more adequate and persistent domestic policy measures are required.'

The OECD says slower accumulation of debt by Latin American and sub-Saharan African countries is beneficial. 'The current pause in the lending process, despite its painfulness, may in prevailing circumstances be an essential contribution to bringing the problems of debt overhang under control.'

Last year's drop in net flows included a 4 per cent drop in official development finance, although this was by far the largest source of funds - as well as a sharp drop in net bank lending and a decline in net export credits.

About half of the fall in bank lending was accounted for a slowdown in loans to developing countries, mostly Asian, which have been hit by heavy borrowing and which do not have debt servicing problems. South Korea has been repaying loans, and has borrowed far less from banks last year.

The OECD notes that protracted negotiations between some countries and commercial banks delayed disbursements of new loans in 1986, and that 1987 would show an increase. Lending by multilateral development banks dropped in 1986 because there were fewer new projects to finance and repayments of existing loans were rising.

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Lord Cockfield no alternative

Pressure on Cockfield to change EC tax plans

By Quentin Peel in Strasbourg

LORD COCKFIELD, the British Vice-President of the European Commission, faces growing pressure to change his proposals for common rules of indirect taxation throughout the European Community, following the failure of the Commission to agree a comprehensive tax package on Tuesday night.

In spite of the setback, however, the plans for two common bands of value added tax (VAT), and harmonisation of excise duties on cigarettes and tobacco, beer, wine, spirits and petrol, are expected to be approved by the Commission in the near future.

Lord Cockfield told the European Parliament yesterday that there was 'no alternative' to the approximation of indirect tax rates in the 12 member states, as an essential step towards completing the single internal market.

His plans were blocked in the 17-man Commission on Tuesday night, when at least four Commissioners opposed them as being either too radical or too inflexible for the member states to consider.

Five members of the Commission were absent from the special session, and officials are confident that the plans will be approved with a clear majority when there is a full turnout. However, the delay means that pressure can be exerted both by member states and individual Commissioners for last-minute alterations.

A Commission spokesman said yesterday that some changes might be made in the presentation of the package to accommodate the objections.

Lord Cockfield's plan is based on the argument that tax barriers at internal EC borders cannot be removed unless the differences in indirect tax rates - VAT and excise duties -

Continued on Page 20

Soviets told not to keep Asian missiles

BY DAVID BUCHAN AND STEWART FLEMING IN WASHINGTON

THE US HAS given the Soviet Union a toughly-worded warning that Moscow cannot have an autumn summit to sign a treaty on medium-range missiles, unless it drops its insistence on keeping some of these missiles in Asia.

There is no way we are going to have a summit in the autumn to sign an INF (intermediate nuclear forces) accord, with the Soviets retaining 100 in Asia, Mr Kenneth Adelman, head of the Arms Control and Disarmament Agency (ACDA), said in an interview this week. He said recently he delivered the same message on the Administration's behalf to Soviet negotiators.

Earlier hopes of a Soviet compromise on the issue have faded, as talks by some Soviet officials of global elimination of medium-range missiles has so far failed to materialise into a concrete proposal in the Geneva negotiations. Mr Edward Shevardnadze, the Soviet Foreign Minister, has also stalled on the earlier plan for him to meet Mr George Shultz, his US counterpart, in Washington.

Mr Adelman denied that the US, which had formally acquiesced in 100 SS-20 warheads remaining in Soviet Asia in return for an equal number of missiles being held in the US, was hardening its position. The US had always preferred to eliminate INF missiles in Asia as well as

Europe, and it was now a practical impossibility to resolve all the extra verification problems posed by leaving both sides with 100 warheads in time for an autumn treaty signing.

About 80 per cent of the remaining differences in Geneva centre on the remaining 100 warheads, the ACDA chief said. Keeping missile production lines open would require on-

THE SOVIET Union will soon free Mr Mathias Rust, the West German pilot whose landing in Red Square in May led to the dismissal of the Soviet Defence Minister, a senior Soviet official said yesterday. Mr Valentin Falin, head of the Novosti news agency and a former Soviet ambassador in Bonn, said 'Rust will be freed soon. The case is coming to an end'. The impending release increased expectations of a visit by Mr Mikhail Gorbachev, the Soviet leader, to West Germany. Page 2

site inspection of production, final assembly and storage facilities, as well as of deployment sites.

It is understood that the US might agree not to convert its Pershing 2 missiles into shorter range Pershing 1-Bs for West Germany, and not to convert ground-based Cruise missiles (covered by an INF pact) into sea-launched Cruisers (outside an INF treaty's scope).

Texaco stake raised by Holmes as Court

BY JAMES BUCHAN IN NEW YORK

ROBERT HOLMES, a Court, the Australian entrepreneur who has built a fortune from the patent stalking of injured or undervalued companies, has increased his stake in Texaco to 7.44 per cent. The US oil company is fighting for survival in the bankruptcy courts.

Texaco stock, which has risen more than 20 per cent since Mr Holmes' Court revealed a 6.4 per cent stake on May 20, rose \$14 to \$45 in heavy early trading yesterday morning.

In a filing with the US Securities and Exchange Commission, a group of companies led by Mr Holmes' Court announced they had bought a further 2.5m shares in Texaco between May 20 and July 2 at prices up to \$41 a share. In total, the group has spent more than \$500m building its Texaco holding.

Texaco has been operating under Chapter 11 of the bankruptcy code since April after taking refuge from a \$10bn damages award by Texas court to Pennzoil, the Texas oil company which sued Texaco for illegally interfering with its agreement to buy Getty Oil in 1984.

Texaco last month petitioned the Texas Supreme Court to overturn the judgment.

Mr Holmes' Court said in May that he had no intention of seeking control of Texaco, and would not try to influence the legal battle with Pennzoil. He owns just under 30 per cent of Australia's largest company, the natural resources and steel concern Broken Hill Proprietary. Last year, he disclosed a stake in USX, a US steel and energy group, but sold out of the stock later.

Europe	2-3	Crestwood	32
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Fiji coup leader Col Sitiveni Rabuka, who seized power at a time of rising prosperity, Page 18

EUROPEAN NEWS

Waldheim invited to visit West Germany

PRESIDENT Richard von Weizsäcker has invited Austrian President Kurt Waldheim to visit West Germany. Foreign Minister Alois Mock said yesterday, Reuter reports from Vienna.

Mr Weizsäcker proposed a "neighbourly meeting," according to Mr Mock. Though such an unofficial meeting would not rank as a state visit, the invitation is the first extended to President Waldheim by a Western head of state to have been made public.

The former UN chief has been widely ostracized by the West since allegations in March last year linking him with war crimes by Nazi occupying forces in the Balkans during the Second World War.

Although President Waldheim denies all accusations, the US in April placed him on its "watch list" of undesirable aliens because of suspicion over his war record.

News of the invitation came when Mr Mock was answering journalists' questions after talks with Soviet Prime Minister Nikolai Ryzhkov, who today began a four-day visit to Austria.

Mr Mock said he did not believe Mr Ryzhkov had brought with him an invitation for Mr Waldheim to visit the Soviet Union, but that the Austrian head of state, who took of-

fice exactly a year ago, "had enough invitations for 18 months."

President Waldheim, who followed his first trip abroad to the Vatican last month with a visit to Jordan last week, has been invited to Iran, Iraq, Syria, Libya, Egypt, the United Arab Emirates, Uganda, and Hungary.

Asked whether President Waldheim had received any invitations from Western countries, Mr Mock replied:

"There was the visit to Rome. There is the invitation from Von Weizsäcker for the continuation of neighbourly meetings and there are two other invitations which the president has not yet accepted."

Presidential spokesman Mr Kurt Skalnick confirmed Mr Kurt Skalnick's invitation for the unofficial meeting but could not say where or when it might take place. He declined to comment on the other two invitations mentioned by Mr Mock.

President Waldheim's predecessors have had regular informal meetings with their opposite numbers in West Germany.

The failure of President Waldheim to attract invitations from the West has embarrassed the government of Socialist Chancellor Franz Vranitzky and hampered his pro-Western policies.

Brussels to make more payments in Ecu form

BY TIM DICKSON IN BRUSSELS

BENEFICIARIES of European Community funds are in future likely to receive their money in Ecu (European Currency Unit), following an initiative announced yesterday by the European Commission.

In what is the latest move in Brussels to hasten the use and acceptance of the European Currency Unit, a basket of currencies representing the total of the fixed weights of 10 EC countries' currencies, the Commission also intends to propose that the annual contributions of member states and payments out of the Community budget be officially denominated in Ecu.

Already experts who attend meetings in Brussels, freelance interpreters and the suppliers of some goods and services are paid with Ecu cheques.

But this practice will now be widened to include research contracts negotiated under the Esprit, Race and Brise programmes. Community tenders, and possibly even salaries of Commission staff. At the moment it is done on an ad hoc basis but we want to make it much more general," a Commission official said yesterday.

He said that last year only 15 per cent of non-agricultural spending

was made in Ecu and that the aim was ultimately to increase this to 100 per cent.

The Commission, however, will have to win the approval of member states for its plan to denominate the EC budget in Ecu and to make payments from the Regional and Social Funds in the European currency.

In practice it admits that there will have to be substantial exemptions for most member states which will initially cover 80 to 90 per cent of Community receipts. "The principle, however, is important," added the enthusiastic Commission spokesman.

A large amount of the European Community's so-called "butter mountain" will soon be on its way to the Soviet Union at special knock-down prices, officials said yesterday, Reuter reports from Brussels.

In the latest bid to lower the community's ageing butter stockpile, they said, traders had clinched a deal for 100,000 tonnes of butter which has been stacked in cold stores for more than 18 months.

They said the price was not yet fixed, but was likely to be near that of previous deals this year in which butter was sold to Moscow at

around \$24 per 100 kg - about 15 times less than the original subsidised purchase price.

The sale, which is likely to receive official approval from the EC's Brussels headquarters within the next two weeks, would allow the community to meet a target for the export of old butter this year of 400,000 tonnes.

The export deals are part of a community plan to reduce the butter mountain by one million tonnes by the end of 1987.

The current surplus is estimated at 1.2m tonnes and storage costs alone are put at over \$1m a day.

Last week, the community's market managers agreed not to buy any more butter from EC farmers until the situation improved.

In December, farm ministers agreed to cut dairy production quotas by 0.5 per cent over two years and set aside over one billion dollars for the financing of cheap export deals.

Spending on the community dairy sector accounts for 25 per cent of the total farm budget of some \$27bn.

Doubt on Denmark pledge

By Hilary Barnes in Copenhagen

CONFUSION HAS arisen over whether Denmark supports the EC Commission's proposal to link membership payments to each country's gross domestic product (GDP).

Support for the proposal was expressed in the final communiqué from last week's EC summit, which was signed by the Prime Minister, Mr Poul Schlüter.

The fact that Denmark has supported the proposal along with ten other countries was emphasised in Strasbourg on Tuesday both by Mr Wilfried Martens, the Belgian Prime Minister, and Mr Jacques Delors.

But Mr Schlüter told the Folketing market affairs committee last Friday that the relevant clause in the communiqué only had symbolic significance.

"We have never yet seen heads of government reneging on what they have promised," commented Mr Henning Christophersen, the Danish member of the Commission.

The Foreign Minister, Mr Uffe Ellemann-Jensen, tried to smooth out ruffled feelings saying that while Denmark was against the proposed system of linking budget contributions to GDP, it was in favour of the richer countries paying more than the poorer ones.

Hungary's new banks begin competing for company deposits

BY LESLIE COLTIT IN BERLIN

HUNGARY'S FIVE new commercial banks began competing this month for the deposit accounts of state companies.

Under the two-tier banking system set up last January the Government assigned company clients to the commercial banks but allowed them to compete in providing loans. The restriction has been lifted and the banks have begun seeking out company deposits on the basis of the services they provide.

The separation of commercial banks from the central bank was hailed in Hungary as an important step in the "monetarisation" of the economy. The next phase will be introduction of a value added tax and personal income taxes for employees of state companies.

The Hungarian central bank last month increased re-financing interest rates by 2 per cent to prevent more money from being made available than planned to the investment market. Hungarian companies currently pay 13 per cent interest for short-term loans.

But only 10 per cent of total investments are financed by loans while the rest come from within companies or from the state budget. Between 70 and 80 per cent of company profits are currently taxed and redistributed to loss-making companies as subsidies.

VAT, which is expected to be introduced next January 1, will lead to a sharp decline in company taxes and in subsidies for unprofitable companies.

Mr Janos Fekete, first vice-president of the national bank, suggested recently that the leadership was still equivocal on whether to allow loss-making companies to go into bankruptcy. He noted that it was not against liquidating them but was also "not clearly saying it is in favour."

Under the wage reform, which is to be introduced over the next few years, an estimated 40 per cent of companies would be able to pay higher wages based on their profits, he said. He predicted that this would lead to the first genuine movement of labour and capital in Hungary.

VW extends lead in European car output

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

VOLKSWAGEN-AUDI of West Germany increased its lead at the top of the West European car production league last year, according to an analysis by the Automotive Industry Data information group.

Fiat-Lancia of Italy and the Peugeot-Citroen-Talbot group of France also advanced strongly, and both overtook Renault of France which was pushed from second to fourth place.

Ford moved ahead of General Motors, the Opel/Vauxhall group again so the two US multinationals swapped places in the league compared with their 1985 positions.

According to AID's 1987 Data Yearbook, other companies which increased their car output substantially last year compared with 1985, included Saab, of Sweden, and Daimler-Benz, the Mercedes group of West Germany.

Among the main losers in 1986 was Rover, the state-owned UK company, which dropped two places down the league to fall behind both BMW of West Germany and Volvo of Sweden for the first time.

However, in percentage terms, the largest falls in output were suffered by two Italian specialist companies, Bertone and Maserati.

The AID statistics exclude double counting of output which is prevalent in national statistics because many car companies produce kits in one factory—where they count as production—to another for final assembly—where they are counted again.

The figures confirm that there was a relatively strong increase in West European car output in 1986 compared with the previous year, of 8.6 per cent from 10.55m to 11.55m.

VW's production last year continued to be underpinned by

WEST EUROPEAN CAR PRODUCTION		
	1986	1985
Total	11,547,081	10,634,499
Producers' shares %		
VW-Audi	16.20	16.01
Peugeot-Citroen	13.39	12.89
Fiat-Lancia	12.44	11.87
Renault	12.17	13.12
Ford	12.16	12.67
GM (Opel/Vauxhall)	11.80	12.30
Mercedes	5.13	4.96
BMW	3.74	3.59
Volvo	3.58	3.44
Rover	2.50	4.29
Seat	1.83	1.93
Alfa Romeo	1.46	1.48
Subaru	1.09	1.03
Porsche	0.45	0.50
Jaguar	0.35	0.35
Isuzu	0.11	0.14
Bertone/Maserati	0.09	0.05
Maserati	0.04	0.05
Ferrari	0.03	0.03
Rolls-Royce	0.02	0.02
Lotus	0.01	0.01
Others	0.04	0.06

Sources: Automotive Industry Data 1987 Yearbook

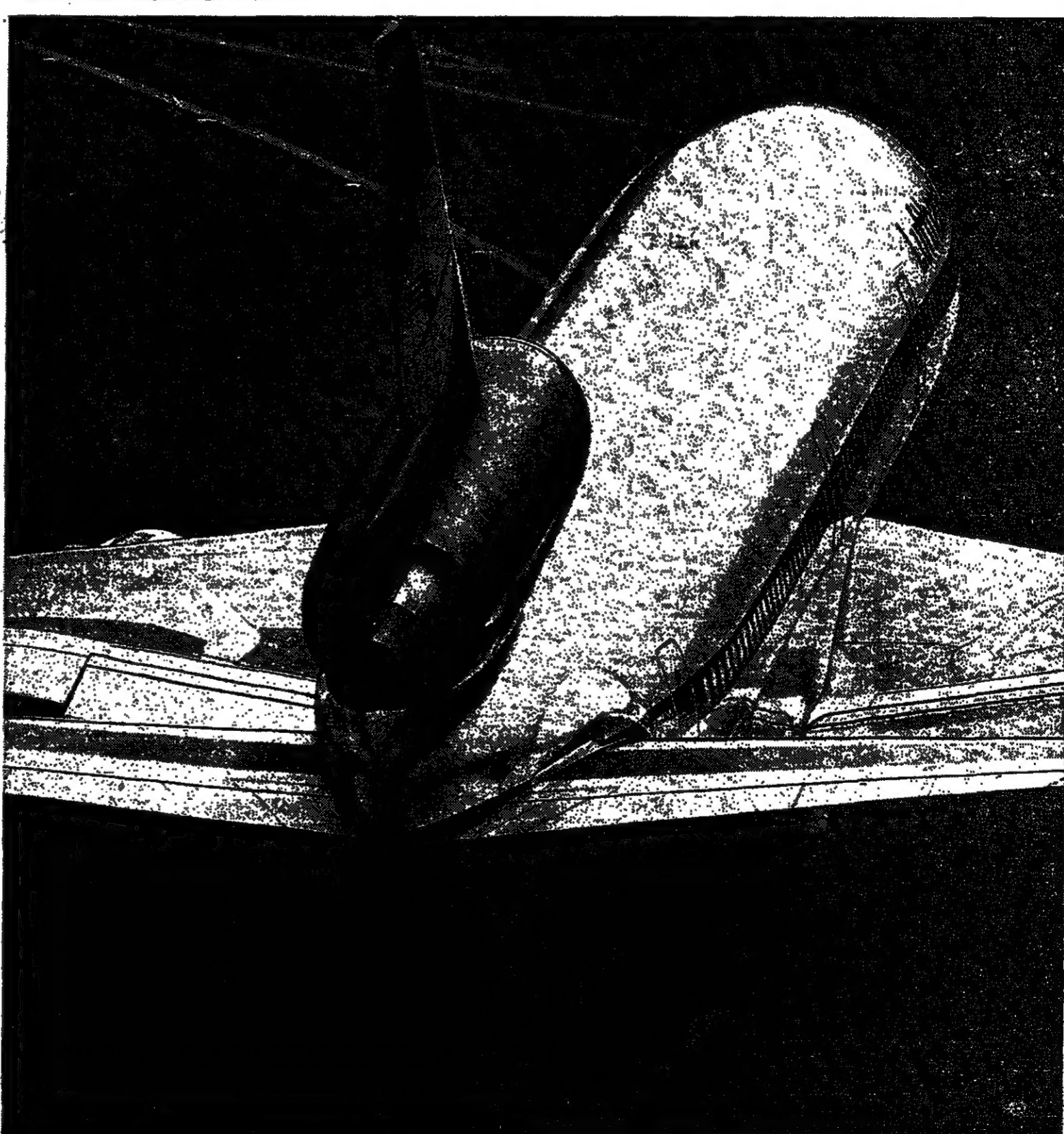
the success of its new Golf/Jetta range. More than 1m were produced at the Wolfsburg factory.

The 10 most-produced models last year were: 1, VW Golf/Jetta (1,005,892 produced); 2, Fiat Uno (661,635); 3, Opel Kadett/Vauxhall Astra (655,936); 4, Ford Escort/Orion (581,437); 5, Peugeot 205 (520,663); 6, Renault 5 (494,539); 7, Renault 9/11 (402,957); 8, Ford Fiesta (362,786); 9, Ford Sierra (346,880); 10, BMW 3-series (317,786).

Automotive Industry Data 1987 Yearbook volume 1—280 or 400 from 94 St John Street, Lichfield, Staffordshire, WS13 6PB.

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Greece protests to Nato

BY ANDRIANA IERODIACONOU IN ATHENS

The Greek Government has protested to Nato about remarks by a senior alliance official repeating recent US allegations that Athens harboured with the Abu Nidal terrorist group for immunity against bomb attacks on its soil.

The US allegations, made public 10 days ago, led Athens to freeze the start of talks on the future of the four US military bases in Greece. The present agreement on their operation expires in December 1988, and the Greek Government has said the

talks cannot start until Washington retracts the allegations publicly.

The protest delivered to Lord Carrington, Nato's secretary-general, by Greece's ambassador to the alliance concerned remarks by the chief of Allied Forces Southern Europe, Admiral J. Boosey. He was quoted in the press as having said at a recent meeting: "We have three American generals in danger in Greece. How can we be sure there is security when Abu Nidal is circulating freely?"

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AMERICAN NEWS

OECD report shows optimism on debt problem

By Alexander Nicoll

CUTS IN lending from private banks and official sources caused net flows of money to developing countries to fall by 15 per cent last year, according to a report published today by the Organisation for Economic Co-operation and Development. The OECD, however, strikes a relatively positive note despite this performance and the intensification of debt problems in 1986 caused partly by slower world economic growth and falling commodity prices.

Noting recent initiatives to reduce the burden of debt, such as moves by the Paris Club group of sovereign creditors and the "menu" approach of banks, it says: "A new phase of co-operation on debt and development finance has begun, recognising more fully the fundamental nature of the problems."

But it adds: "Greater flexibility, more resources and more adequate and persistent domestic policy measures are required."

The OECD says slower accumulation of debt by Latin American and sub-Saharan African countries is beneficial. "The current pace in the lending process, despite its painfulness, may in prevailing circumstances be an essential contribution to bringing the problems of debt overhang under control."

Last year's drop in net flows included a 4 per cent drop in official development finance—though this was by far the largest source of funds—as well as a sharp drop in net bank lending and a decline in net export credits.

About half of the fall in bank lending was accounted for a slowdown in loans to developing countries, mostly Asian, which have been quite heavy borrowers and which do not have debt servicing problems. The OECD notes that South Korea has been repaying loans, and China borrowed far less from banks last year than in 1985.

The OECD notes that protracted negotiations between some countries and commercial banks delayed disbursements of new loans in 1986, and that 1987 would show an increase. Lending by multilateral development banks dropped in 1986 because there were fewer new projects to finance and repayments of existing loans were rising.

Official export credits have declined more sharply than bank loans since 1982, though this has been due partly to falling oil and commodity prices, lower interest rates and technical reporting reasons.

Brasilia protests call for ousting of Sarney

By No Dawmay in Rio de Janeiro

A RALLY in Brasilia on Tuesday night to demand the ousting of President Jose Sarney and the calling of rapid presidential elections consistently boomed the dominant Brazilian Democratic Party.

Organised by left-wing parties and unions, the demonstration was the most vivid display yet of public anger at the party that just eight months ago won a landslide election victory.

The PMDB's greatest psychological problem since winning a majority in both houses of Congress has been to decide whether it is a genuine part of government or an opposition. Technically, the party—born as a grand coalition of democratic forces during the 21-year military dictatorship—is part of a "Democratic Alliance" with the right-wing Liberal Front, that supports President Sarney's administration.

But its lack of control over an executive that still rules by decree powers without reference to Congress, has been obvious. When more than 700 delegates met at a party convention next week, the PMDB's role, along with the length of the President's mandate will be top of the agenda.

Mr Ulysses Guimarães, the PMDB president, had initially opposed debating the issue of the presidential term for fear of splitting the convention. Some PMDB members favour a five year mandate, others four, and others immediate elections.

Peru wants to restore links with World Bank

By Barbara Durr in Lima

PERU WANTS to restore its relations with the World Bank, according to the new Prime Minister, Guillermo Larco Cox.

The World Bank halted disbursements to Peru in April after the country declined to pay its obligation on time.

Peruvian officials said then that the country could not afford to pay the bank because it received less than it paid out and that the bank's projects were not considered top priority.

Mr Larco Cox now says the bank's negative flow was Peru's fault for not presenting new projects and executing existing ones quickly. He said Peru was seeking a way to reduce the amount of arrears it must pay to return to the bank's fold.

Peru is considering a debt for equity scheme and is also seeking to restore credit lines. Mr Larco Cox said that he seeks to restore the country's credit lines in order to give the business community confidence.

President of Panama bans demonstrations

PANAMANIAN president

Eric Delvalle banned government supporters and opponents alike on Tuesday night by banning the mass demonstrations both groups had been planning this week amid mounting political tension, writes Peter Ford in Panama City.

In the wake of growing violence against opposition protesters, the presidential decree warned of "the imminent danger" that the demonstrations posed.

The opposition "civil crusade" however, was understood to be considering defying the ban, and a trade union federation was also questioning the prohibition.

The government, dominated by military chief Gen Manuel Antonio Noriega, had been planning to rally at least 275,000 people in a massive show of support today.

Opposition political parties and civil groups had announced their own meeting for tomorrow, hoping to gather some 75,000 people.

David Gardner reports on the formidable political power of union barons

Mexican labour sits out the crisis



MEXICO

SINCE the debt crisis broke in 1982, Mexican workers have lost over half their purchasing power; unemployment has more than doubled to around 18 per cent, with a further third of the workforce "underemployed" and the Government has slashed subsidies in staple foods and transport.

But when the Government declared a recent strike by electricians to be "non-existent" — an established means of strikebreaking — it could have been passing judgment on union resistance to five years of unparalleled austerity.

Despite the efforts of dissidents to swing the big battalions of labour behind calls for a moratorium on foreign debt and to stir up opposition to the De la Madrid government's policies, Mexico has remained virtually strike-free throughout the worst economic crisis for at least half a century.

The key to understanding this lies in the role allocated to the unions within Mexico's corporatist system, created in the 1930s and still largely intact. Organised labour is an organic part of the ruling Institutional Revolutionary Party (PRI), one of the three pillars which sustain the party with the peasantry and the so-called "popular" sector.

At the centre of Mexico's trade union universe, holding court in the headquarters of the Confederación de Trabajadores Mexicanos, Mexico's main union "central", is 87-year-old Mr Fidel Velasco.

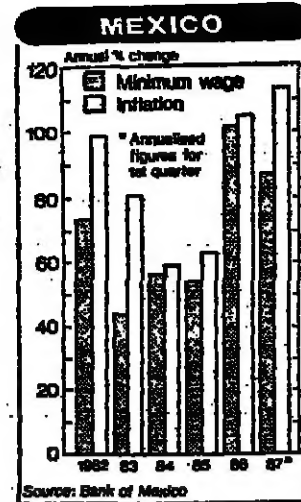
- they serve instead of a formal incomes policy;
- they have patronage at a time when the government wants to devote scarce resources to modernisation and structural reform;
- unions like Mr Jonguitud's Teachers provide geographical spread the PRI can no longer match;
- they prevent the re-emergence of militant independent unions.

The union can, if required, be ruthless. But this is not how they maintain their power. As a senior official in Pemex, the state oil monopoly remarked, "they legitimise themselves daily in ways which we cannot see."

The single main source of their power is their control of jobs. Their ability to do so remains relatively unimpaired, even though around 1,000 jobs are now being lost daily, mostly in non-unionised small to medium sized industry.

Each dispenses considerable patronage. La Quina, for instance, wields enormous power as secretary of "social work" of the union, which controls an agro-business empire so rich that it induced the Bank of America to lend it \$250m and Banobras, a Mexican state development bank, \$125m.

His empire can provide housing, cheap food, jobs for relatives, loans, funerals, medical services and even marriage counselling. The regime used the army against the oilworkers in 1940, 1946 and 1959. Thereafter, with La Quina firmly in



Source: Bank of Mexico

the saddle, no government has either dared or needed to. A second important element after patronage is the deliberate policy of atomisation. Less than one-third of the workforce is unionised. Outside Mr Jonguitud's teachers, where iron centralised control of the apparatus is combined with a dispersed regional substructure, the bulk of unionised labour is "formed up," as one Cabinet minister puts it, in Don Fidel's CTM.

The CTM dominates the 33 union Congresses de Trabajo, where traditionally militant unions like the electricians are kept split in two by the simple expedient of maintaining two

state power companies. But the CTM itself, according to Mr Cesar Zazueta, a leading student of Mexican labour, is made up of 8,889 unions averaging 129 people each, making a challenge to the leadership other than by a La Quina virtually impossible. And just in case the CTM gets above itself, the Government keeps alive weaker union "centrals" with which it flirts whenever it feels a readjustment in the balance of power is needed.

The regime also distributes substantial political offices among the unions: the CTM, for instance, normally has about a third of Congress so significant towns have, and three of 31 state governments. Even the leader of the rag-and-bone men, who live off Mexico City's megapolitan dumps, was made a PRI federal deputy. If the system is working, this means that problems can be resolved before crisis point.

But the regime's tried and traditional pact with labour may, like the ageing Don Fidel, be reaching the end of its natural time span. An indispensable anchor in times of austerity, it is a system patently out of date with a technocratic government that has nailed its colours to the mast of "modernisation."

While Mr De la Madrid has worked to open up the economy and lay the groundwork for a return to sustained growth, it is increasingly assumed that the central task of his as yet untried successor is democratisation. The pillar may begin to crumble.

North draws praise and scorn over testimony

Stewart Fleming in Washington on mixed reactions to the Iran inquiry's star witness

LT-COL OLIVER NORTH in his televised testimony before the Congressional inquiry into the Iran Contra affair has been hailed as a "civic crusader" and "courageous" by some, but also as a "liar" and "scoundrel" by others.

Mr North's testimony, which began on Tuesday night, was the first of a series of hearings into the Iran Contra affair. The hearings are being held in a series of public sessions, with the first session on Tuesday night.

Mr North's testimony was widely watched, with millions of Americans tuning in to see the former Marine commander in chief of the Iran Contra operation.

Some of the key points of Mr North's testimony include:

- He was the main link between the Reagan administration and the Iran Contra operation.
- He was involved in the sale of arms to Iran, which was then used to fund the Contras in Nicaragua.
- He was involved in the diversion of funds from the Iran Contra operation to the Contras.

would not be inappropriate to carry silent pictures of Mr Reagan climbing into his helicopter at the White House and a voice-over of Col North's commentary on the Irangate scandal.

The White House has struggled mightily to divert attention from Col North, but at least for the first two days it has failed. It is an open question how long a shelf-life as a media star Col North will have, absorbing though the variety of roles he plays.

La-Col North's performance has stirred up mixed emotions and some confusion. Those who expected him to play the loyal marine and take the blame have been disappointed. "Assumed the President knew," said the front page of the New York Times. "Assumed Reagan's diversion," said the conservative Washington Times.

He has found support for at least one of his messages, namely that he was acting under orders from superiors. Most committee members show every sign of accepting this. Because the cameras focused on lawlessness in high places," said the New York Times.

Colonel North... is a supporting actor," said the Baltimore Sun. In the conservative press there was less readiness to defend the President than to attack the Congress. "If Congress wants less amateurism in covert operations Mr Reagan."

One thing seems assured, however: By pointing to the decision-makers higher up the White House, Mr North has helped to shift the focus of the Iran Contra scandal away from the President and onto the Congress.

may be it shouldn't write the CIA out of the CIA," said the Wall Street Journal. The right question, said the Washington Times, is "whether America's foreign policy priority should be to make Congress feel important or to defend democracy."

One thing seems assured, however: By pointing to the decision-makers higher up the White House, Mr North has helped to shift the focus of the Iran Contra scandal away from the President and onto the Congress.

OVERSEAS NEWS

Afrikaner liberals start talks with ANC

By Victor Mallet in Dakar

AFTER MONTHS of secret preparations a group of 50 South Africans, most of them liberal white Afrikaners, are entering previously forbidden territory in black Africa for talks today with the African National Congress on the future of their country.

The meeting in the Senegalese capital Dakar is certain to anger the South African Government of President P. W. Botha. He recently won an easy victory in the whites-only general election, but his reluctance to abolish apartheid has earned him increasing left-wing opposition outside parliament, even from members of his own Afrikaner tribe.

ANC leaders at the forefront of the discussions will be moderate black nationalists rather than the communists or hardline guerrilla commanders who also play an important part in the movement. Mr Thabo Mbeki, well-known moderate on the ANC's ruling body, the National Executive Committee, has been named by the ANC as the leader of its delegation, although an appearance by Mr Oliver Tambo, the ANC president, has not been ruled out.

The 50 whites — academics, businessmen, churchmen, artists and politicians — have said that they will not shy away from asking the ANC awkward questions about its commitment to guerrilla warfare, its plans for the South African economy, and its alliance with the pro-Moscow South African Communist Party. Several of whose members are on the ANC executive.

"This is not going to be a nice little soft touch," said Mr Alex Boraine, one of the organisers of the talks.

Discussion papers setting out these concerns have been sent to the ANC in advance. Delegates are expected to meet in small groups after a formal opening ceremony today attended by Senegalese President Abdou Diouf and Mrs Danielle Mitterrand, the wife of the President of France. She and Mr Frederik van Zyl Stubbart, the former leader of South Africa's Progressive Federal Party, worked together to organise the gathering.

Japanese warn Manila over investment

By Richard Gourlay in Manila

VISITING BUSINESSMEN from some of Japan's top industrial companies yesterday said the climate for Japanese investment in the Philippines is improving but that a continuation of a recent spate of grenade attacks and bombings in Manila would deter investors.

Philippines officials have high expectations that Japanese business will help sustain the country's consumer-led economic recovery by increasing their investments. Japanese officials warned against expecting any concrete results too soon.

Mr Kazuo Haruna, Marubeni Corporation chairman and mission leader, said the Japanese community and investors were less concerned now by the kidnapping last November of a senior local executive of Mitsui Corporation which shocked investors. In the last month 12 bombs and grenades have exploded in Manila, three since the weekend, prompting President Corason Aquino to reprimand police and military commanders earlier this week for the lack of arrests.

Japanese investment in the Philippines last year fell to \$21m from \$61m in 1985. US investment was similarly hit, falling from \$158m in 1985 to less than \$40m in the first eight months of 1986.

UDF rejects election

THE United Democratic Front, one of South Africa's largest anti-apartheid groups, has rejected suggestions made last week that it would consider participating in the country's 1989 general election.

On Friday Mr Archie Gamede, the UDF's co-president, was quoted as saying the organisation might consider taking part in the election.

Four people were injured when a bomb exploded in a downtown multi-racial Johannesburg pub shortly before lunch time yesterday. According to police reports the explosion was caused by a limpet mine similar to those exploded near the city's magistrates courts on May 20.

Chris Sherwell visits a Melbourne constituency where the Labor MP is vulnerable

Marginal seats hold the balance for Hawke

MICHAEL Wooldridge is 29, single, with an easy manner and smiling eyes. Until recently, he was a doctor living in the well-to-do east Melbourne suburb of Box Hill. Then he was spotted by the opposition Liberal Party and, as he puts it, "recruited."

Now he is standing in his local constituency of Chisholm for Australia's House of Representatives. His opponent in Saturday's election is the incumbent Mrs Helen Mayer of the ruling Labor Party, and in many ways their battle reflects the larger one unfolding countrywide.

National opinion polls suggest Labor will hold on to its majority (currently 18 seats) over the opposition Liberal and National parties in the 148-seat chamber.

But if the election is going to be decided anywhere, it will be in the marginal seats of Melbourne — and especially in Chisholm. Labor's most narrowly-held seat, which is bounded on three sides by Liberal areas.

It is here, in the endless suburbs of Australia's big

cities, that the impact of Mr Hawke's policies to counter the country's chronic balance of payments problems has been most painfully felt.

While farmers may have been hurt more, the Government is most vulnerable among small businesses and middle-income families facing high interest rates, increased mortgage payments, high inflation and falling living standards.

Mrs Mayer, as a left-leaning member of the Labor Party, admits that the past four years have been difficult for her as an MP. Traditional concerns have been overtaken by economic reality and she has had to be flexible. "My learning curve has been vertical," she says.

Now 54, she first won the seat in 1983, the year Labor was returned to power under Mr Bob Hawke, the Prime Minister. She retained it in 1984 with a reduced majority of under 200 votes. She acknowledges her vulnerability among middle-to-upper income groups. But she has the backing of a professional party machine and incumbency means she has the advantage of

being better known.

Dr Wooldridge is so new to the political game that he needed special party dispensation to become the Liberal candidate — he had not been a party member for the required period of one year. Experienced "minders" are helping him run his campaign, and he has learned quickly.

"I love medicine, but politics is more important," he says of his rapid transition. To win the nomination he had to beat the man who lost in the 1983 and 1984 federal elections and overcome resistance from Liberals who felt he was too young and inexperienced.

"I've got no trouble with the Liberals' spending cuts, or the health policy. And I'm excited by the incentive effects of the tax cuts," Box Hill being commuter territory, he hands out leaflets every morning at the local railway station and tells people he is a candidate who wants to bring new blood to parliament.

Mrs Mayer admits it would be electoral suicide to spell out details of the austerity which she is sure Mr Hawke will continue to impose after returning to office. On the other hand she is relieved that Labor's campaign has re-emphasised the party's commitment to care for the needy.

Chisholm's constituency's 100,000 population, Mrs Mayer estimates that there are some 30,000 welfare recipients — pensioners, sole parents and children. Generally, though, the population is not badly off — unemployment is around half the national average of 8.5 per cent.

Demographic changes since 1984 could be crucial. The net increase of 10,000 voters on the roll reflects the emergence of 18-year-olds as voters but also new arrivals, mostly of young couples moving into cheaper apartments built in the Box Hill area in the late 1970s.

Chisholm also has a rich ethnic mix, with an established Greek community and a growing Asian (principally Vietnamese) one. Community activities focus on a large number of different churches. The area is unique in another respect too — it has no pubs, a legacy from temperance days.

One worry for the two combatants is the "donkey vote" — up to 1 per cent of voters simply indicate their preferences as the six candidates appear on the ballot paper.

Mrs Mayer is listed fourth. Dr Wooldridge is sixth. Because this preferential voting modifies the first past the post system, votes cast for minor candidates can influence the outcome in marginal constituencies. In Chisholm's case, the donkey vote may be larger than Mrs Mayer's present majority.

Underlining Chisholm's importance, both Mr Hawke and Mr John Howard, the Liberal leader, have visited the constituency to launch aspects of their parties' platforms — in Mr Howard's case, his all-important tax policy.

Neither Dr Wooldridge nor Mrs Mayer is anticipating defeat. The confident Liberal challenger believes he will win even if there is a national swing to Labor. But both know they have a big fight on their hands. On election night, Chisholm will be a focus of attention.

Tribesmen disrupt vote-counting in Papua New Guinea poll

THOUSANDS of tribesmen armed with arrows and spears have disrupted vote-counting in Papua New Guinea's national elections, Reuters reports from Port Moresby.

Election officials held polling booths carrying ballot boxes and, in some cases, recounting had been ordered to avoid nasty incidents, said Mr Luke Lucas, the Electoral Commissioner.

"The situation is tense. There are too many irate candidates and too many scrutineers," Mr Lucas said after three days of counting since polling closed.

"There are thousands of people massed around the counting centres. My staff are working under extreme threats," he said.

"One returning officer told me

that he was so scared that he had ordered a recount because he had to live in the district," Mr Lucas said.

In volatile Enga province in the rugged far west of the highlands, tribesmen threw stones and spears when a helicopter carrying election officials landed at a village.

An election official clung desperately to one of the helicopter's skids as the pilot wrestled the machine back into the air and made an emergency landing in a field 100 metres away.

Only about half the 108 seats at stake have been officially declared so far. The final outcome remained clouded, with independent candidates winning a large number of seats.

Officials said the election, the third since Papua New Guinea gained independence in 1975, appeared to be developing into a battle between Prime Minister Mr Pasi Wini and elder statesman Mr Michael Somare.

Mr Wini's Peoples Democratic Movement (PDM) has won 10 seats and Mr Somare's Pangu Pati 14 while independents have captured nearly 30.

The actual government will not be known until parliament sits in August, when alliances negotiated during the weeks following the elections will be formalised on the floor of the House and MPs vote for a prime minister.

More than 1,300 candidates contested the elections. There are no major ideological differences among established parties.

Beirut group 'holding' West German hostages

A GROUP calling itself "The Freedom Strugglers" yesterday claimed to be holding two West Germans kidnapped in January and said Syria and West Germany held the key to their release, Reuters reports from Beirut.

The group, in a statement sent to a Beirut newspaper, said it wanted to swap a videotape of one of the two hostages for a videotape of Mohammed Ali Hamadei, jailed in West Germany on air piracy and murder charges.

West Germans Mr Rudolf Cordes, 55, and Mr Alfred Schmidt, 47, were seized in Moslem West Beirut in January, shortly after Mr Hamadei's arrest in Frankfurt.

"We stress the solution of this case is linked to an active role by Syria and includes an apology by (West German) officials," the statement said.

The statement was accompanied by a photocopy of Cordes' passport.

Syrian President Hafez al-Assad held talks yesterday with Lebanese Moslem leaders on last month's assassination of Lebanese Prime Minister Rashid Karami, the official Syrian news agency SANA said, Reuters reports from Damascus.

The Lebanese side included acting Prime Minister Salim al-Hoss, Parliament Speaker Hussein al-Husseini, Druze leader Walid Jumblatt and Nabih Berri, the Shiite Amal military head.

SANA said discussions covered the June 1 assassination of Karami, a Moslem, which "has not yet been fully handled as an unusual political crime aimed at undermining Lebanon's unity and carried out by pro-Israeli partisan agents."

Seoul frees 307 as fears mount over funeral

By Maggie Ford in Seoul

THE SEOUL authorities yesterday released a further 307 political prisoners as concern mounted that a funeral service for a student killed in a tear gas battle with police last month could provoke a confrontation.

The Government of President Chun Doo Hwan is due to announce today the lifting of a ban on the political activities of Kim Dae Jung, the opposition leader who was sentenced to death for his alleged part in the 1980 rebellion in the city of Kwangju.

Today's funeral rites will be performed at Yonsei University, a key centre of student protest during last month's battles which led to a promise of democratic reforms. After the ceremony the body is to be taken to Kwangju, the home town of the student, where it will be buried in the same cemetery as many of the victims of the uprising.

Police have agreed to allow a march of students and family members after the funeral for a short distance but have refused a request for a procession in the centre of Seoul. Buses and cars with mourners are to be allowed to drive through the centre at the beginning of the four-hour trip to Kwangju.

News of the killing of a riot policeman, beaten to death for indiscipline by his superior officer, and the hunger strike of another who claimed that the police were against the use of tear gas to stop demonstrations surprised observers. Some of South Korea's conscripted riot police, mostly former students themselves, are understood to have been unhappy about their role since their demonstrations began last month.

Hong Kong bomb

Fourteen people were injured in Hong Kong yesterday when a low powered bomb — described by police as "more a fireball than a genuine bomb" — exploded in a crowded shopping centre. David Dowdell writes from Hong Kong. This was the second bomb explosion in Hong Kong in less than a month. A similar crude device, using gun powder, exploded at night two weeks ago in an empty shopping centre. There were then no casualties.

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8th July 1987

UK NEWS

Bank warning over 'lax' lending trend

BY DAVID LASCELLES, BANKING EDITOR

BANKS APPEAR to be deluding themselves about the dangers posed to them by the rapid growth in consumer credit in the UK, according to the Bank of England's chief of banking supervision, and they should act with greater prudence.

Mr Brian Quinn said that the Bank had recently conducted a private survey of 30 lending institutions which suggested that banks thought that they were tightening up their lending standards when the evidence pointed to the exact opposite.

Mr Quinn, who was addressing a conference on consumer credit, said the survey had revealed that:

- Some banks had doubled, even tripled, their consumer lending in the last five years;
- Lending criteria were being relaxed, with many banks increasing the amount of unsecured lending, and the amounts they were prepared to lend as a proportion of a purchase price;
- Loan periods were being lengthened.

But Mr Quinn said that in response to a further question about their lending policies, none of the banks said that they had relaxed their stance on consumer lending.

Nearly a third of them even claimed to have become more restrictive about their loan terms and their choice of customers.

Mr Quinn said that in the light of these apparently conflicting findings, "it seems reasonable to ask whether lenders are deluding themselves."

Lending institutions were behaving as if the danger that UK households would be unable to service their debts did not exist, particularly in a worsening economic environment. "I cannot take such a relaxed attitude."

Treasury official will be Cabinet Secretary

BY PETER RIDDELL, POLITICAL EDITOR

MR ROBIN BUTLER, a senior Treasury official, will take over at the end of this year as Cabinet Secretary and head of the home Civil Service in succession to Sir Robert Armstrong who is retiring.

The Cabinet Secretary is the Prime Minister's most senior advisor, both on policy and administrative issues, running the secretariat which services the Cabinet and its extensive committee system.

Sir Robert has been unusually publicly prominent, both in handling the Westland crisis before a House of Commons committee and in appearing in the Australian courts late last year as the main witness in the Government's attempt to prevent the publication of the memoirs of Mr Peter Wright, the former MI5 officer.

Mr Butler, 49, has been one of the

favourites to succeed Sir Robert ever since he impressed Mrs Margaret Thatcher, Prime Minister, as her principal private secretary from 1982 to 1985.

His appointment, rather than that of the main alternative Sir Clive Whitmore, the permanent secretary at the Ministry of Defence, reflects the Prime Minister's desire to give him a long run, covering at least two more general elections, like his predecessors in the immediate post-war period.

Mr Butler, currently second permanent secretary at the Treasury responsible for public expenditure, will not take over until the end of the year to allow him to complete work on the current spending review. Sir Robert, who was 60 in March, agreed to stay on until after the general election.

Airports share offer priced at 245p

By Richard Tomkins

A BALLOT among applicants for shares in the offer for sale of BAA, formerly the British Airports Authority, appears a strong possibility after the UK Government's decision to price the issue conservatively.

Mr Paul Channon, Transport Secretary, yesterday confirmed that the offer price would be 245p (£3.97) a share, with 100p payable on application and the balance in May next year.

He also confirmed that the number of people who had asked the BAA share information office for a prospectus was well over 1m, compared with less than 700,000 at the same stage of the Rolls-Royce flotation.

The Rolls-Royce issue was not aimed at the small investor, nor was its share price regarded as cheap, yet it eventually drew more than 2m applications.

BAA is seen as a safer investment than Rolls-Royce and its marketing strategy has been directed more towards the general public. If the stock market remains firm, it therefore seems likely that the number of applicants will be higher.

Only 260m of BAA's 500m shares will be sold in the public offering, so if just 2m people applied for the minimum possible quantity of 150 shares each, the offer would be over-subscribed.

An allocation of less than 150 shares per applicant would probably be regarded as unacceptable, at a ballot would then become probable. This would prove unpopular: it would also be the first time a ballot had been used in a government issue since the Amersham flotation in 1982. (TSB was not technically a privatisation.)

Mr John Matthews of County NatWest, the merchant bank advising the Government, said: "Clearly we hope to avoid a ballot, but if it is the only way of giving people a meaningful allocation, it will have to be considered."

The pricing of BAA's shares won a generally warm response in the City of London yesterday.

Lex, Page 28

Government and Unionists set for talks on Anglo-Irish pact

BY HUGH CARNEGIE

ULSTER UNIONIST leaders yesterday confirmed they were ready to open their first talks with the Government since February last year, but made clear that a successful outcome would have to produce a replacement of the Anglo-Irish agreement which gives Dublin a say in the affairs of the province.

In a cautious response to a report by three of their senior party colleagues urging a return to dialogue without prejudice, Mr James Moynihan and the Rev Ian Paisley, said steps had been put in hand to set "probing talks going".

They added: "These are not negotiations but talks to see if the Government is prepared to enter into negotiations to seek an alternative to, and a replacement of, the Anglo-Irish agreement."

The Northern Ireland Office said arrangements were being made for exploratory talks, expected to start next week after the annual Loyalist July 12 celebrations of William of Orange's victory over Catholic James II at the Battle of the Boyne in 1690.

The move to renew talks represents the most important political initiative since discussions broke down at the height of the often violent Unionist protests against the agreement which is reviled by Loyalists for the role it gave Dublin in Northern affairs.

But both sides remain cautious about the big gap that has still to be bridged.

Mr Moynihan and Mr Paisley said they had to establish whether the Government was willing "to declare that it is prepared to seek a new agreement which will supersede the other."

Such a move by London would represent a significant shift away from its solid commitment to date to the 1985 accord, a commitment shared by the Irish Republic and the Social Democratic and Labour Party, the main Northern nationalist party.

The ball is now firmly in the Government's court and we are led to believe the response will be helpful," the Unionist leaders said, reflecting their impression of a carefully phrased speech, in the House of Commons on Tuesday by Mr Tom King, the Northern Ireland Secretary, which was described as sensitive by Mr Paisley.

The report urging a return to dialogue admitted that protests against the agreement had failed. It recommended devolved government as the objective to be sought in talks. If a satisfactory alternative to the agreement was not possible, the Unionists would have to consider an alternative future perhaps through Ulster independence, it concluded.

Mr Paisley and Mr Moynihan did not mention this in their response, saying they would consider it "in the context of the developing situation."

Miners reject switch to six-day working

BY CHARLES LEADBEATER

THE NATIONAL Union of Mineworkers (NUM) annual conference yesterday voted by more than two-to-one to reject moves to introduce a six-day working week, longer daily shifts and changes to the industry's five-day week agreement to allow six-day production.

The conference voted to hold a ballot on British Coal's proposals to start flexible shifts. However, the vote was widely interpreted as a hollow victory for Mr Arthur Scargill, NUM president.

While Mr Scargill said there was no alternative for the union but to stand and fight, a majority of speakers in the debate said the union should enter negotiations with the corporation with the aim of winning improved working conditions and shorter hours.

The conference, at Rothbury, West Scotland, unanimously supported a motion urging the union to negotiate a new technology agreement with the corporation which could cover flexible working.

British Coal has said that investment in certain coal projects will be

halted unless plans for flexible six-day working are agreed.

Many delegates felt that yesterday's vote would not rule out discussion on proposals for flexible shift patterns. It seems likely there will be growing support for a negotiating strategy under which flexible working patterns could be traded for shorter working hours and other improvements in conditions.

Mr Bolton said that refusal to negotiate could lay the conditions for the creation of the first non-union pit in Britain, as the corporation could choose to introduce private contractors to operate at pits.

Mr George Hese, general secretary of the South Wales NUM, said that his area would accept the conference decision, but would also abide by the union's rule book which says the NUM should organise all miners in the industry.

Mr Des Duffield, the South Wales NUM president, said after the debate that the area would organise miners at the planned £30m drift mine at Margam, where British Coal has asked for six-day production.

Economic committees downgraded

By David Brindle

THE GOVERNMENT plans to continue financial support for only 16 of the present 38 economic development committees, which analyse and recommend action programmes for industrial sectors under the National Economic Development Office (NEDO).

The confidential proposals include abolition of the committees for growth sectors such as information technology and office systems. They would leave engineering industries with only one of their existing seven committees.

The proposals have been drawn up by the Treasury in the wake of the move last week by Mr Nigel Lawson, the Chancellor of the Exchequer, to downgrade the parent National Economic Development Council, which brings together trade union, government and employers' representatives.

Mr Lawson said that the Government would shortly be publishing plans to streamline the committees or so-called "little Neddes."

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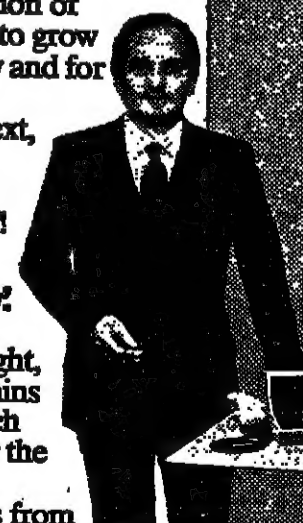
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PHILIPS

Ward case judge urged not to order repayment

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

A HIGH COURT judge was urged yesterday not to order former Guinness director Mr Thomas Ward to repay the whole of a £5.2m fee the company alleges was wrongfully paid to him.

Mr Peter Curry, QC, for Mr Ward, told Sir Nicolas Browne-Wilkinson, Vice-Chancellor, that he would need to be firmly convinced that Mr Ward had no defence to Guinness's claim to the money before giving the company immediate judgment for the whole amount.

Mr Ward, he said, had honestly believed he was entitled to take the money for services rendered to Guinness during the take-over of Distillers. Also, Mr Ward was cross-examining reasonable remuneration for his services.

He should be given an opportunity to contest Guinness's claim at a full trial, Mr Curry argued.

Mr David Oliver QC, for Guinness, said the £5.2m be-

longed to Guinness and Mr Ward had no arguable defence to its claim for immediate repayment. Guinness did not say it would be hopeless for Mr Ward to pursue a claim for some recompense for his services, only that such a claim could not be set off against the £5.2m.

The judge will give his ruling later.

Mr Ward has spent part of the £5.2m. The balance, about £1.2m, has been frozen by the court and, on the court's instructions, Mr Ward has assigned to his London solicitors a £100,000 (US\$125) loan, a £320,000 investment he made out of the £5.2m and his right to recover \$4.7m of it paid in US taxes.

Mr Ward contended that he received the £5.2m under a valid agreement with Mr Ernest Saunders, Guinness's former chairman. He denied that, in breach of the company's articles, his interest in the pay-

ment was not disclosed to the Guinness board, claiming that it had been known to a board committee, consisting of himself, Mr Saunders and Mr Olivier Roux, then finance director, to which authority had been delegated by the full board.

Guinness denied that there had been any agreement and said that only disclosure to the full board would have satisfied the articles.

During the closing stages of the hearing yesterday, Mr Curry denied that Mr Ward had said the payment had not been disclosed to the board.

The judge said he had thought it implicit in Mr Ward's defence that he was admitting that there had been no disclosure to the full board, as distinct from the committee of three.

"It is a rather remarkable turn around," Sir Nicolas commented, adding: "We are getting close to playing games."

ANZ Bank to shed 250 staff in London

By David Lascelles, Banking Editor

The Australia and New Zealand Banking Group is to shed about 250 staff—about a fifth of its workforce—from its London operations as part of a cost-cutting exercise.

Mr Will Bailey, the group's chief executive, on a visit to London, said the job losses were part of a rationalisation of ANZ's presence in the city.

ANZ acquired Grindlay's Bank three years ago, but he said the group was now poised to develop its business. "We know where the real value is now," he said. "This is the final stage before we really move forward."

He said ANZ would be seeking to develop its conventional banking business, but also aimed to build up a global stockbroking service, including Capel-Cure Myers, the broking firm it bought last year. Private banking also offered interesting opportunities, he said.

Study calls for coal privatisation 'next year'

BY MAURICE SAMUELSON

A BLUEPRINT by the Centre for Policy Studies for privatising the coal industry says the Government should sell off British Coal next year rather than wait until it is making a profit.

The plan, published today by the centre, a Conservative think-tank, is the latest of several policy proposals to have appeared over the past two or three years for privatising the "crown jewel" of the country's remaining state-owned utilities.

Its adoption would contradict the pre-election assurance by Mr Peter Walker, the former Energy Secretary, that there were no plans to privatise coal in the next five years.

The plan's authors, Mr Allen Sykes, a managing director of Consolidated Goldfields, and Professor Colin Robinson, of Surrey University, want coal to be sold off quickly so as to reduce the power of monopolistic forces in the industry. Those, they say, consist of British Coal's production monopoly and the mining unions' power to bring pressure to bear on the sole producer.

The sale, they make clear,

would not be a repeat of the popular disposal of British Gas or British Telecom, raising huge proceeds for the Treasury. The main purpose of selling off the coal industry would be to achieve lower energy prices and enhanced security of supply for consumers. It would benefit the workforce by providing more decentralised, less politicised bargaining over pay and other conditions of employment, while ensuring better-paid and more secure jobs.

The plan is put in a 70-page proposal entitled *Privatising Coal*. It envisages the industry's being sold in nine units rather than as a single entity, corresponding to British Coal's administrative regions. The asset value of the areas would be enhanced by attaching to them the profitable open-cast workings, most of which are centrally run by the industry's Open-cast Executive.

The purchasers would be international mining houses, some of the leading oil companies which have coal subsidiaries and possibly big US and Australian coal companies.

The authors see early coal privatisation as an essential corollary to the Government's planned sale of the electricity supply industry, to which British Coal sells 75 per cent of its output.

While acknowledging British Coal's rapidly improving efficiency in the last two years, the plan's authors maintain that it is an unnatural monopoly and that unless it is made fully competitive, both domestically and with imported coal, it will never achieve its full potential but will continue to lose its share of the energy market.

Under the proposals, some 75,000 more jobs would be shed over the next five years besides the 50,000 that the authors say will in any case have to go.

They argue that a privatised industry's greater competitiveness would lead to a stabilisation and upturn in its job prospects.

They foresee a five-year period for transferring the industry to the private sector, which should be carried out in three stages. The second two stages would require repeal of

the 1946 Coal Nationalisation Act. The stages are:

● The preparatory stage during which a scheme would be formulated.

● A second stage (overlapping with the first) in which the small private coal sector would be liberalised.

● Full privatisation with the sale of British Coal assets to the private sector.

On the issue of timing, the authors say it would be a serious mistake to put off privatisation until the industry is back in profit. That argument would be relevant only if there were a case for privatising it whole.

Another reason for not delaying was that "a long period of uncertainty would be very hard on British Coal's existing management and workers". To facilitate further streamlining of the workforce, they urge the Government to reintroduce the redundant mine-workers' payments scheme, which was cancelled in March. Privatised Coal, Centre for Policy Studies, 8 Wilfred Street, London SW1E 6PL. £4.90 plus 30p postage and package.

BBC fights radio share out

By Raymond Snoddy

THE BBC is reluctant to surrender more than one of its radio frequencies under government plans for the future of radio.

A green paper published in February said the BBC should keep its national network frequencies but that two frequencies could be made available for new national commercial services by ending simulcasting.

Simulcasting is when the BBC transmits services on more than one frequency to get the best reception and coverage or when the broadcasting output is split to provide education, sport or parliamentary coverage in addition to normal programmes.

In its evidence to the Home Office, published yesterday, the BBC says the only frequencies it could consider surrendering would be those now transmitting Radio Three programmes on medium wave.

Mr Brian Wenham, managing director of BBC Radio, said yesterday: "I am aware that the change is likely to cause inconvenience but I believe that the Radio Three listener is the listener best equipped to derive full benefit from the higher-quality sound offered by VHF."

The BBC gave a general welcome to the Government's radio green paper but warned against sudden and disruptive change.

ITV groups fail to agree on independents' air time

BY RAYMOND SNODDY

TALKS BETWEEN independent television producers and the 15 ITV companies over access to the airways have reached a serious impasse. Both sides made clear at a meeting yesterday chaired by the Independent Broadcasting Authority that there were substantial areas of disagreement.

The talks to reach a voluntary agreement have been held because of a government decision that independent producers should be given access to 25 per cent of the air time on the four national television channels.

If implemented, it would be one of the most fundamental changes for a decade in the television industry.

The IBA said this year that it wanted to see independents given about 500 hours of programmes a year within two years as a first step towards meeting the 25 per cent target.

Since then, discussions have focused on terms of trade to govern relations between independent production companies and both the ITV companies and the BBC.

At yesterday's IBA meeting, the unresolved issues included:

● Whether independents should get fixed production fees—essentially profit—on programmes commissioned;

● Whether independents should keep the overseas distribution rights to programmes they make for UK broadcasters;

● Whether independents should have an equity stake in pro-

gramme distribution companies;

● The definition of what an independent producer actually is.

The independent sector wants to get agreement on all these issues before it is prepared to sign a deal, because it fears that unless comprehensive terms of trade are agreed they may be picked off by the more powerful ITV companies, one at a time.

In particular, they fear that if ITV companies are given the right to hold a 20 to 25 per cent stake in an "independent" and the director of the board, as they are seeking, that will give ITV bosses effective control.

The ITV companies are equally determined not to agree to such a package during their existing contract, which runs to the end of 1989. The 15 companies want to be able to negotiate with individual independents on such matters as distribution arrangements and the amount of production fees.

The IBA, which is trying to reach a comprehensive agreement by the end of this month, is now trying to draw up a document that both sides can sign. At the moment, that looks increasingly unlikely.

Faster progress is being made between the independents and the BBC. Mr Michael Grade, director of programmes at BBC Television, is expected to announce a £4m package of independent production next month.

Manx bank earns £1.8m pre-tax

By Our Financial Staff

CELTIC BANK, which claims to be the Isle of Man's largest privately owned bank, earned pre-tax profits of £1.8m in the year ending March 31, compared with £1.2m in the previous year.

Mr Richard Danielson, managing director, said all areas of activity, including banking, loans, offshore companies and trusts and provision of safe deposit facilities were progressing well.

Tractor sales fall as tax breaks are phased out

BY NICK GARNETT

TRACTOR registrations in the first six months of this year were 12.2 per cent down on the corresponding period last year, according to the Agricultural Engineers Association.

The association said yesterday that the underlying trend of falling sales would not be as pronounced for the full year and would probably show a drop of about 3 per cent to 5 per cent.

Tractor sales last year were the lowest on record at 18,330 after several years of decline.

On the basis of six months' sales, comparisons with the whole of 1986 are difficult because of distortions caused by the final phasing-out of

capital allowances last year.

The farmers' buying pattern this year has reverted to that based on farming needs rather than on tax advantages. Sales in April were 40 per cent lower than the same month last year, while in May and June they were 30 per cent up. Sales in the second half of the year are expected to be higher than in that of 1986.

Mr Chris Evans, the association's economist, said there was a slim possibility that total sales for the year might equal those of 1986, as a result.

The UK is not alone in registering another decline in agricultural tractor sales. The

UK TRACTOR REGISTRATIONS			
HP Range	Jan-June 1986	Jan-June 1987	% change
0-50	9.9	10.9	10.9
51-60	4.5	5.2	15.6
61-70	8.9	9.2	3.5
71-80	20.9	24.3	16.4
81-90	25.2	24.3	-3.6
91-100	22.0	22.5	2.3
101-120	4.3	4.2	-2.3
121-140	2.1	2.4	14.3
140+	2.1	1.8	-14.3

Source: Agricultural Engineers' Association

West German market is down by 5 per cent and that in France by 2 per cent.

Sales in the UK this year show some marked regional

differences. The south-east and eastern region were the only two to register greater sales so far this year than last. Mr Evans said that reflected the reasonably good cash flows from arable farming.

Largest falls in sales were in Northern Ireland, Yorkshire and Lancashire, the north-east and Cumbria and Scotland. That might reflect the continuing unease of hill farmers and especially milk producers.

Among tractor makers, Case IH was market leader in the first three months but figures to be released soon are expected to show that Ford has regained first place.

Mersey docks company chief quits

BY IAN HAMILTON FAZEY, NORTHERN CORRESPONDENT

MERSEY DOCKS and Harbour Company is to lose Mr James Fitzpatrick, its chairman, after a series of boardroom clashes.

Mr Fitzpatrick, who as chief executive was mainly responsible for restoring the company to profit, will leave at the end of the month. His replacement will be Mr Bill Slater, deputy chairman, who is a non-executive director of Trafalgar House and a former managing director of Cunard Steamships.

Mr Fitzpatrick, 57, who is also chairman of Liverpool Health Authority, said yesterday that he would now have time to take up other posts. The difficulty in the board-

room has been his presence as a former chief executive with intimate knowledge of the company's history and day-to-day operations.

Although the post was part-time, the managing director, Mr Trevor Furlong, felt it was struggling to get out of his shadow.

A clash came over a management decision to site the world's biggest metal shearer and its associated gantry at the mouth of the Mersey, next to Crosby Marine Park. Mr Fitzpatrick was dismayed at having to defend the decision.

A massive protest, supported by all political parties, led to

a public inquiry and victory last week for local residents. The scrap metal company is likely to leave the port altogether.

Mr Slater will have Mr P. J. Butler, senior partner with Peat Marwick, and Mr J. D. A. Abell of Surtee, as deputy chairmen.

As a professional manager, Mr Fitzpatrick's appointment as chairman in 1984 was a milestone. He gave up a career as solicitor to take a tough wharf-side job as a line manager.

He developed a rapport with the Merseyside dock unions and eventually transformed labour relations in the port. He was later promoted to chief executive.

MERGER AND ACQUISITION ACCOUNTING

CBI queries basis for mergers

BY NICK BUNKER

SOME COMPLEX history—coupled with public concern over the takeover boom of the mid-1980s—lies behind the Confederation of British Industry's determined effort to stimulate debate over the role that accounting techniques play in mergers and acquisitions.

A "discreet" atmosphere in accounting may have encouraged the high level of merger activity of the last few years, the CBI suggests in a discussion paper published today.

Of the 45 questions posed in the paper, one stands out most clearly: "Are there undesirable economic implications arising from the present system of accounting?"

The key suggestion from the paper is that a lax accounting regime has allowed companies to hide the full costs of their acquisitions—so that some mergers and takeovers may have taken place for the wrong reasons.

If so, then one root of the problem may lie in what CBI officials feel was 15 years of fuzzy thinking. The ambiguities go back to 1971, when the Accounting Standards Committee published an exposure draft on merger accounting.

It was responding to the appearance in the UK in the 1960s of North American methods for recording business combinations. Significantly, that was also the era of the mega-mergers which created Cadbury Schweppes and British Leyland.

Historically, the 1946 Companies Act assumed that company accounts would record a business combination by straightforward "acquisition accounting"—which focuses on the cost to one enterprise of buying another.

But "merger accounting," an alternative method of financial reporting, had a number of attractions. For instance, there was no goodwill to be written off, and a merger even late in the financial year could transform reported profits for the whole year.

The 1971 draft defined a merger in four ways: there had to be a "size test" (since if one company was much bigger than the other the combination must be a takeover) and there had to be willing shareholders and genuine continuation of trades and of ownership.

Unfortunately, according to the CBI paper, the 1971 draft never became a Statement of Standard Accounting Practice (SSAP). That was largely because of doubts over the legality of merger accounting, culminating in a 1980 court case (Shearman & Sterling) that effectively forbade it.

The 1985 Companies Act now allows a "merger relief," meaning that a company need not set up a share premium account where at least 90 per cent of a company is acquired for consideration which includes the issue of shares by the acquirer. The ASAC then produced SSAP 22 and 23, which said that

either merger or acquisition accounting could be used, provided certain criteria were satisfied. However, the CBI has suggested that "acquisition accounting"—which incorporates very liberal standards.

For instance, the original ASAC "size test" was lost, and SSAP 23 also failed to incorporate the 1971 test that a merger must include genuine continuity of interests.

Instead, its main emphasis was to allow merger relief if a significant amount of resources had not left the group. "This is not restrictive and it allows merger accounting to be used for business combinations which are in substance acquisitions," the CBI discussion paper says.

The nub of the CBI team's argument is that "present legislation and SSAPs relating to mergers and acquisitions allow a wide choice of method. Company can choose the method which enables the profit trend of the company to fit management aims."

For instance, a company can produce the steepest rise in profits and earnings per share after a takeover by using acquisition accounting coupled with merger relief. "The distortion of profits can lead to a distortion in the market place," the CBI paper says.

Merger and Acquisition Accounting, CBI, Centre Point, 100 New Oxford Street, London WC1A 1DU.

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UK NEWS

Minister outlines 'incentives' to raise arts funds

By Antony Thornicroft

MR RICHARD LUCE, Minister for the Arts, mapped out a future for the arts in the UK over the next five years in a speech in Newcastle yesterday to the Council of Regional Arts Associations.

His main proposal is a "strategy of incentives" that will affect the patterns of arts funding.

"The purpose will be to set aside sums of taxpayers' money which can be used as an incentive to improve management and professionalism and, above all, private-sector fund-raising. I want to encourage, for each pound of taxpayers' money, to generate two, three, five, even ten pounds from other sources."

The minister committed the Government to maintaining present levels of subsidy but, in real terms, that will mean a cut in funding. To grow, arts organisations will have to raise their box-office revenue, cut costs, and increase private and public sponsorship.

Mr Luce also launched a savage attack on attitudes in the arts. "There are still too many in the arts world who are yet to be weaned from the welfare state mentality," he said.

In effect, Mr Luce is using the Government's election mandate, and his own confirmation as Arts Minister, to educate the arts lobby towards a future

when regular increases in subsidy, or any subsidy at all, can no longer be taken for granted and where only those arts organisations that can build up popular support can expect to survive.

It is not clear how the idea of rewarding those who are best at marketing themselves will work in practice. Government subsidy for the performing arts is channelled through the Arts Council, which has complete control over how it distributes the taxpayers' money.

However, the Arts Council is very much in tune with the minister's thinking. In its "glory of the garden" strategy of increasing funding in the regions and in its efforts to make good the arts spending gap between the GLC and metropolitan councils, the Arts Council proposed "challenge funding," whereby it matched money raised by local councils or arts organisations.

Most of the arts organisations reacted with dismay to the minister's speech. The Royal Opera House, Covent Garden, which received £13m in subsidy in the current year, said: "We were the first into raising money from sponsors, and now get £2.5m a year from our own efforts. But we are finding it very difficult to bring in any more than this."

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MacGregor proposed as Gas director

By Maurice Samuelson

SIR IAN MACGREGOR, former chairman of British Gas, is to be nominated as a director of the British Gas Corporation where, it is claimed, he is needed to protect industrial consumers from being overcharged.

The suggestion has come from Sheffield Forgemasters, a private steel manufacturer with a turnover of £97m a year, which is canvassing support for the nomination from other leading gas users. Sheffield Forgemasters is one of several gas-using companies and trade associations that have complained to the Office of Fair Trading about British Gas's pricing policy.

British Gas last night refused to comment on the position of Sir Ian, who is said to have let his name go forward to the British Gas Board after an approach by Mr Tom Kenny, Sheffield Forgemasters' chairman.

Mr Philip Wright, the company's managing director, indicated yesterday that he would nominate Sir Ian formally on August 27 when British Gas holds its first annual meeting since privatisation.

He is also seeking a meeting with Mr Cecil Parkinson, the Energy Secretary, to discuss what he calls British Gas's "ostrich" marketing policy.

Recalling that on June 17 British Gas had announced lower prices for domestic customers, Mr Wright said: "On the same day we were negotiating the price per therm we would pay for next quarter. We simply could not believe our ears when British Gas representatives suggested that the price for gas for contracted users should rise in line with the price for competitive gas users, especially as industrial customers buy 90 per cent of British Gas output."

Support for Mr Wright's initiative was voiced by Mr Ian Blakey, spokesman for nine leading energy-consuming industries, including steel, chemicals and paper, that have jointly complained about gas prices to the Monopolies and Mergers Commission and to the European Community.

British Gas also declined to comment on Mr Blakey's suggestion that its prices lacked transparency and "were like a table of random numbers."

Mr Blakey, who is also director of the British Industrial Steel Producers' Association, accused British Gas sales personnel of being "completely rigid" and failing to listen to their industrial customers.

National centre to seek cash reward from science

By Alan Cane

AN INITIATIVE to help to turn outstanding UK scientific developments into commercially competitive products is being mounted by a group of industrial companies, financial institutions and government departments.

Sir Francis Tombs, chairman of the Advisory Board for Applied Research and Development (Acad) said yesterday that £5m had been raised to fund a national centre to identify scientific developments with commercial potential.

More than 15 industrial companies and financial institutions had subscribed £4m towards the cost of the Centre for Exploitable Areas of Science and Technology.

The Department of Trade and Industry, the Department of Science and Technology, and Acad itself put up the remaining £1m. The funding will last for the centre's first five years.

The centre will:

- Monitor scientific research developments in world markets;
- Decide what holds promise of commercial exploitation;
- Find better ways of linking scientists, manufacturers and commercial organisations;
- Encourage industry and investors to keep scientists and investors in touch with the needs of the market and commercial opportunities.

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Move to help Mercury bid for European phone calls

By Terry Dodsworth

THE GOVERNMENT has come to the support of Mercury, the UK telecommunications company set up in conjunction with British Telecom, to help it to gain access to revenues from the lucrative international telephone traffic to and from Europe.

The Government's intervention, in the form of a letter from Mr John Birtcher, a junior trade and industry minister, to his counterparts in Europe, could be a vital factor in helping Mercury to break into profitability by the end of this year.

According to Mr Gordon Owen, managing director of Mercury, the company would now be running at a profit on a month-by-month basis if it could achieve the full financial return on call it is already generating to the Continent. "If we were able to reach agreement with these foreign operators, we would be in profit by August," he said.

Without an agreement with the appropriate overseas telecommunications operating companies, Mercury receives only a minimal return on the international traffic it generates. Because it has no contract for its calls to be accepted by European carriers, it has to hand that traffic on to BT, thus receiving only the revenue that BT receives from the BT network.

In addition, it receives no revenue for return calls from continental countries. Under the conventions governing international telecommunications, it would normally be credited with reciprocal revenue from overseas carriers on the basis of the amount of traffic it was creating in the UK.

Mercury has already established reciprocal international arrangements with telephone company operators in the US, Canada, Australia and Singapore, as well as the former British overseas territories where the telecommunications are still run by Cable and Wireless, its parent company.

It says, however, that European telecommunications groups have failed to respond to repeated requests for normal treatment as an authorised operator, with the effect that BT is the main beneficiary from the traffic it generates.

Mr Owen, who will visit a number of European telephone operating companies, refuses to put a figure on the potential value of connections to European networks. BT argued to be more responsive.

Move to end Ulster electricity monopoly

By Maurice Samuelson

PRIVATE POWER generation in Northern Ireland has come a stage closer with the clearance by the Commons of a draft Order in Council ending the monopoly of the publicly-owned Northern Ireland Electricity Service.

The order, which goes to the Lords next Thursday, might pave the way for a £500m private power station fuelled by cheap lignite.

After NIE complaints, a clause was dropped empowering the Government to force the service to buy privately-generated electricity. However, NIE lawyers believe ministers will still have that power.

Mr Peter Viggers, Northern Ireland Minister for Economic Development, said the legislation would be a landmark in the line with the rest of the UK, where private generation was facilitated by the 1983 Energy Act.

Government officials last night were unable to comment on a magazine report that plans to privatise the South of Scotland Electricity Board ahead of the industry in England and Wales were abandoned for fear of political repercussions.

developments was the huge jump in demand for telephone lines in the City. "Never in our wildest dreams could we have anticipated, or justified, the level of increased demand that did appear and, in truth, I think that most of our City clients were equally amazed."

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Alan Pike finds the 10-year drive for ethnic equality has made little progress

Gloomy view on a decade of race relations



Peter Newman: "Change must be accelerated"

LAST YEAR was one "in which many of the symptoms of bad race relations remained to be confronted. Racial attacks against whole families as well as individuals were prevalent. So too was discrimination in its most direct form — the straightforward failure to employ or offer services to ethnic minority citizens on equal terms with others."

In that depressing language, the Commission for Racial Equality, in its annual report published yesterday, comments not only on 1986 but on a decade.

It is 10 years since the Race Relations Act came into force, and the commission's 10th report still talks of a persistently high level of racial discrimination.

In his introduction, Mr Peter Newman, the chairman, said that while measures to develop and promote better race relations had been introduced during those years, "the process of change must be accelerated if good race relations are to be achieved in this country within the immediate future."

The commission was set up under the Race Relations Act to work towards eliminating discrimination and promoting equality of opportunity and good race relations. It also has a responsibility for keeping the act under review and submitting proposals for amendments it considers needed.

In 1986, the commission did present the Government with

proposals for a series of quite significant changes which it says are required to strengthen the general enforcement provisions of the legislation. It was:

- The commission's scope to conduct formal investigations to be widened;
- A special discrimination division set up within the industrial tribunal system;
- A more workable, less technical definition of indirect racial discrimination;
- Wider powers for the commission to issue codes of practice, which are at present restricted to the employment field;
- Government approval for the introduction of ethnic monitoring and record-keeping by employment and the provision of public services.

The commission is still awaiting the Government's formal response to its 1986 proposals. Meanwhile, it has redirected its own activities over the past year to give less emphasis to investigating the causes of racial discrimination and aim more at remedial action.

It is concentrating its formal investigations in areas where it says "there is a real prospect of affecting change quickly." Examples include investigations into employment in new shopping centres and recruitment to chartered accountancy training.

The recently completed accountancy investigation disclosed a success rate among

white applicants for places in large companies almost four times as high as that for potential black trainees. A disparity persisted even at second interview stage when academic qualifications could not be a factor in explaining the difference.

Encouraged by what it describes as a "high level of understanding and a positive attitude" from the accountancy profession, the commission has produced three recommendations. These are: That the profession should improve its

selection and interview training; develop better assessment methods; and use ethnic origin information to monitor applications and pick up disparities.

A conference involving the commission, the Institute of Chartered Accountants, the Association of Graduate Recruiters, and university and polytechnic career advisers is also planned.

The commission says few leading employers now argue that an equal opportunities statement alone is sufficient to change entrenched practices. More companies are developing systems to make sure their policy statements are put into practice.

A number of companies — including BP, National Westminster Bank, Midland Bank, Barclays Bank and the Halifax Building Society — collect information on the ethnic origins of job applicants, while some also gather such information on existing employees.

The commission says such information can be used to identify and remedy under-representation of particular racial groups. A monitoring exercise at Ford Motor's Dagenham plant last year disclosed that 40 per cent of black applicants had been disproportionately rejected for 40 new jobs.

The company responded by giving special interview training and including more black foremen on interview panels. When another 400 black workers were recruited in the summer,

the number of successful black candidates closely resembled their proportion as applicants.

Most progress towards the development of positive equal opportunities policies, the commission says, has been made in banking and insurance, building societies, parts of the food and catering industry, retailing and most of the multinational oil companies.

Least progress has taken place in the traditional manufacturing sectors where employers "do not see any immediate commercial justification for equal opportunities."

Evidence collected by the commission leaves little ground for assuming that the problems of racial inequality will solve themselves if they are simply ignored and given time.

A survey of local education authorities and teacher training institutions, for example, showed that fewer than 2 per cent of teachers come from ethnic minorities, with numbers particularly low in the younger age groups.

Rather than feeding the assumption that the passage of time is bound to produce more black teachers, the report points to an ageing group of teachers from ethnic minorities and a declining pool of students.

The commission says it is concerned that unless that trend is reversed, there will eventually be no black teachers in Britain's classrooms.

Reform vital, says local authorities' chief

By Richard Evans

THE SURVIVAL of local government was threatened unless councils conquered their "almost automatic resistance" to reform, Mr Michael Rush, president of the Society of Local Authority Chief Executives, said yesterday.

His views were underlined at the same local authority conference in Nottingham by Mr Howard Davies, newly appointed controller of the Audit Commission, who argued that the Government's wide-ranging legislative plans would mean big changes for local authorities that had to be thought through if chaos was

to be averted.

Mr Rush said that if councils did not become more responsive to the demands of their constituents, they would face increasing pressure from the Government to strip away their key functions, such as running schools. He also urged them not to fight a "lost cause" by opposing government plans to make councils put more services out to private tender.

Plans to allow council tenants to opt out of local authority housing control should also be accepted, in his view, but he warned that the Government's drive on the inner cities was being conducted in a de-

liberate attempt to cut out local authorities.

Big theme was that councils would achieve nothing by confrontation, and he urged local authorities to lobby the Government before legislation was passed and to work constructively with ministers once legislation was in place.

There were six main areas in which the traditional structures of local government were under threat: they were privatisation and contracting out; education; housing; inner city development; social services; and the rating system.

"The timing of all this re-

forms unclear. What concerns me is that if we all hold our breath, we will eventually drown. There will be a temptation, faced with all the uncertainty, to shelve any plans for rationalisation . . . authorities must actively manage their way through this period of uncertainty if they wish to come out of it on the other side."

He suggested that making certain assumptions about the Government's legislative proposals, local authority spending in England could fall over five years from the present £90bn to £80.5bn — a drop of over 30 per cent.

QE2 to dock in Southampton for repairs

By Kevin Brown, Transport Correspondent

THE QE2 is to go into dry dock in Southampton today for repairs to equipment fitted during an \$80m refit in West Germany.

Traveller House, which operated the Cunard Line flagship, said the QE2 would arrive early from New York and go immediately to the King George V dry dock, run by Thew Engineering.

Engineers will remove wheel hubs from the ship's propellers and weld caps in their place, replacing experimental vanes manufactured by Lips of the Netherlands and fitted by Lloyd Werft in Bremerhaven. The vanes were expected to

produce fuel savings of about 4 per cent but sheared off during the ship's first voyage after the refit.

The ship will be worked on throughout the night and is expected to leave for a return trip to New York at about 8.30 pm tomorrow.

Cunard has cancelled a call at Cherbourg and plans to fly 400 passengers to the UK to join the ship at Southampton. Some passengers will lose a day at sea but no refunds are planned.

The QE2 has not been refitted in a British yard since 1982, when hurried modifications were made for use as a

troopship during the Falklands conflict.

The King George V dry dock is the largest in the UK and the only one that could accommodate the QE2. The ship was operated by Vesper Ship Repairs until February, when the company went into receivership.

Lawyers acting for most of the passengers on the Herald of Free Enterprise ferry, which capsized at Zeebrugge four months ago, yesterday announced a compensation deal with Peninsular and Oriental Steam Navigation, which owned the ship.

It provides a framework for

claims by the 330 survivors of the disaster as well as the relatives of the 193 passengers and crew believed to have died. It includes fixed payments for survivors and bereaved.

P & O had already agreed to raise the ceiling for claims from the statutory £38,175 to £50,000 and has made a number of extra hardship payments which will not affect compensation settlements.

The compensation deal follows lengthy discussions between P & O and a steering committee of lawyers representing about 800 claimants. The deal will be offered to all claimants, however.

Submarine detection gear worth £17m to be ordered

By Lynton McAlin

THE Ministry of Defence is to order airborne submarine detection equipment from CAE Electronics of Canada in a contract worth £17m subject to final negotiation.

About half the value will be for subcontracting work by the Westland group, at Yeovil, Somerset, over the five years of the production programme.

No UK company makes the magnetic anomaly submarine detectors to the standards required by the department for detecting the new generation of almost silent, deep-diving Soviet submarines. The Canadian equipment is 10 times as sensi-

tive at detecting submarines as existing equipment.

The Ministry said yesterday: "All proposals in the competition for the contract offered solutions based on equipment already developed overseas and involved a partnership with British companies."

Lord Trefgarne, minister of state for defence procurement, said the order was "open to question as to whether UK companies would be sensible to go in for this only to meet a UK requirement. There is no question of cranking something into life especially for this contract."

The system is to equip the Royal Navy's Lynx helicopters. King sub-submarine helicopters

Trident maintenance base on Clyde to cost £100m

By Lynton McAlin

THE GO-AHEAD for the first maintenance base for the UK's Trident nuclear ballistic missile submarine programme, is to be built at a cost of £100m, is to be announced by the Government today.

It will be at Faslane, on the Clyde near Glasgow, where the Royal Navy's Polaris nuclear missile submarines are serviced.

The go ahead for the main maintenance base for the Trident nuclear programme, which is in the final stages of the process of procuring Trident as the UK's next independent nuclear deterrent.

The hull of the first Trident submarine is under construction at the Barrow-in-Furness shipyard.

Shipbuilding and Engineering, where work started last September.

It was hoped that the order for the second Trident submarine would be announced shortly. VSEL said last night. The announcement could come later this month.

The Royal Navy's four Polaris nuclear missile submarines are refitted at Rosyth dockyard on the Forth estuary and it is expected that Trident submarines will also undergo their major refits, as distinct from routine servicing, at Rosyth, where extra facilities are likely to be required.

British Telecom admits shortcomings in City services

By Terry Dodsworth, Industrial Editor

BRITISH TELECOM has fallen behind in the level of its service to business customers, particularly in the City of London, Mr Paul Reevey, director of Telecom sales, said yesterday.

However, he said the situation was under control and the group expected to have an adequate supply of new services to meet the demand within the next 12 months.

Mr Reevey's comments, made at the Financial Times conference in London on Telecommunications and the European Business Market, came after a week of mounting criticism over the quality shortcomings of the service provided by the company.

He conceded that business customers would be correct in claiming that the group had not reached its goal of satisfying their needs, but said the situation had arisen as a result of a number of unpredictable events.

developments was the huge jump in demand for telephone lines in the City. "Never in our wildest dreams could we have anticipated, or justified, the level of increased demand that did appear and, in truth, I think that most of our City clients were equally amazed."

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Telecommunications & the European Business Market

Commenting on the provision of telephone services in the City throughout last year's installation of new trading systems, Mr Rod Sinclair, director of Barclays de Zoete Wedd, said that at one stage the installation of lines was 30 per cent behind target but that only 15 per cent remained

outstanding.

He also conceded that demand had been underestimated, saying that his company had not foreseen the big increase in the need for direct lines, while overall volume had doubled over the last year. He anticipated further rapid growth in telecommunications in the securities markets, partly because of the expansion of international trading.

Mr Henry Ergas, councillor to the advisory unit of the Organisation for Economic Co-operation and Development, said development of the switching technology known as Integrated Systems Data Networks was likely to lead to different pricing methods because telephone companies would be forced to look more closely at their infrastructure costs.

Speakers also put heavy emphasis on the growing requirements of large customers for high-quality telecommunications services on a pan-European basis, but both Mr John Garton, group communications research manager at Rowntree, and Mr Philip Collings, special director of business services at Whitbread, said communications had become a crucial part of their companies' activities.

There was continuing need in their operations for faster and faster response to market demand and they both argued that the establishment of European standards in Britain was essential.

On the issue of whether companies should develop their own private communications networks or use public facilities, Mr Nick White, head of telecommunications services at Midland Bank, said that choice had been made wider by the emergence of third-party network operators.

The decision between such a growing number of alternatives had become important, he said, because network strategy had developed into a business issue rather than a technologist's pastime hobby.

That point, echoed by Mr John Wilson, general director of EDS Communications, who said companies were faced with many potential solutions to their telecommunications problems, was "make" or "buy". The best response, he said, was to avoid the assumption that what was good for one company was right for another and to choose a system that worked for the individual company concerned.

Also speaking at the conference yesterday were Mr Robert Munson, director of network systems at TRS Telecommunications American Express Travel Related Services, and Mr Michael Cooper, vice-president of ADP Financial Information Services.

Tourists up by 14% in April

By David Churchill, Leisure Industries Correspondent

BRITAIN experienced a 14 per cent increase in overseas visitors in April compared with the same month last year.

Leading the increase, according to figures published by the Department of Employment, were visitors from western Europe, who totalled 38 per cent more at 850,000 than in April 1986.

North American visitors were up 8 per cent at about 200,000 although that was in comparison with the fall last year caused by the US bombing of Libya.

In the three months to April — a more reliable guide than the monthly figures — the total number of visitors to the UK was some 10 per cent higher at 2.9m.

North American visitors were only 2 per cent up while visitors from western Europe were 15 per cent higher.

Unipart profit shows recovery ahead of target

By Kenneth Gooding

NET PROFIT of UGC, the Unipart car components business, recovered sharply last year to £11.5m from £4.9m.

It was ahead of the £11m forecast in January when the company, formerly part of the state-owned Rover Group, was returned to the private sector. Mr John Neill, chief executive, yesterday revealed continued good results in 1987.

UGC's profit fell from £8.7m in 1984 to £4.9m the following year because of exceptional redundancy payments of £4.7m. Profitability was also affected by difficulties at the Edmonds Walker distribution company acquired for £15m in August 1984.

Neill indicated that Edmonds Walker was recovering and further progress was expected.

Unaudited preliminary results for the year to December 31 show UGC's turnover, adjusted as if its contract with Austin Rover, had been fully implemented throughout 1986, at £370m from £365.6m in 1985. Trading profit was up from £6.3m to £11.9m and interest paid dropped from £1.4m to £0.4m.

UGC is owned by a consortium of management and investment institutions (56.33 per cent); and Rover (21.87 per cent).

LAW AND SOCIETY

Censorship and the courts

By A. H. Hermann, Legal Correspondent

IT IS SIMPLY not true that there is no progress in law and its institutions and, if ever I said so, I now solemnly retract. At the time of King Alfred between leading his tongue or his head. By 1275 you paid for libel by having your right hand amputated but for slander only with the loss of your ears. In the 19th century editors who published cheeky remarks about members of the Royal Family remained physically intact, though they had to spend some months in prison. The last journalist to go to prison for libel was Lord Alfred Douglas in 1922, and he really asked for it.

Since then editors, or rather newspaper proprietors, have only been made to pay damages and the criminal libel became obsolete until it was revived in 1975 in the skirmishes between Private Eye and Sir James Goldsmith.

However, a High Court judgment last month indicates that a private suit for libel can have results more serious and more damaging than criminal prosecution. On June 3, a judge in the High Court awarded to a British ex-naval officer, now resident in Malta, damages amounting to \$450,000 against a small Athens daily, Eleftherotypia, its editor and its London correspondent, finding them guilty of defamation published in the UK where the paper sells about 50 copies. The judgement is likely to upset many people in many countries and not only the London correspondent of Eleftherotypia whom it is likely to bankrupt.

Before I discuss it in greater detail, I must say a few words about the two preceding demonstrations of confused thinking about confidentiality, press freedom and law enforcement, namely the Peter Wright case, pending before Australian courts, and the case of Mr. Jeremy Warner, Business Correspondent of the Independent newspaper, who refused to disclose his sources of information to the inspectors of the Department of Trade and Industry.

Before starting on this let us have a bit of theory: the rules of law are not of equal strength; some are more important than others. The free-

dom of expression and of the press, the right not to be condemned until proven guilty, not to be discriminated against because of one's gender, colour, race or politics are important principles protecting individuals. They should not be overridden by rules dictated by expediency and public interest, for example in the enforcement of contracts, national security and crime prevention.

The so-called privilege of the journalist not to disclose his sources is not one of the sacrosanct principles but a rule based on expediency, to enable the press to learn about matters which should be revealed from those who otherwise would fear the disclosure. This consideration must, in most legal systems, retreat before the interests of justice and prevention of crime.

The reason so many people took a poor view of the Government's case against Peter Wright, the ex-MI5 man, is that they felt the enforcement of a promise not to reveal confidential information was less important than the public interest in the reliability and efficiency of the security agencies. If the Government could claim that publication of Peter Wright's book would endanger national security, it would have had a better time both in court and in the press. Moreover, at the time when a UK court prohibited the Guardian from publishing parts of the manuscript, the substance of the allegations made in it was widely known, and in any case they were such that, if true, the potential enemy would have known about them a long time before Peter Wright discovered them.

The stark look on a still wider significance lies in the London papers published large extracts from the manuscript. The Attorney General accused them of criminal contempt of court by frustrating the purpose of the court's prohibition addressed to the Guardian. An appeal in this case is still pending and if the Attorney General is proved right, he will have succeeded in opening the gate to a general censorship by means of court orders addressed to one paper which all others have to obey. If parliament thinks that some sort of censorship is necessary,

it should be able to devise a more rational way of providing for it.

Then there is the case of Jeremy Warner. The DTI inspectors want him to say from whom he got information about governmental decisions on mergers before these were published. They say this information is necessary to uncover the sources of leaks to an insider trading ring. First there is the narrowly legal question. Mr. Justice Hoffmann quite rightly found that the inspectors did not show why the disclosure of the journalist's sources was necessary for prevention of crime—the condition laid down in law. He was overruled on appeal when Lord Justice Slynn replaced the ordinary meaning of "necessary" which is "not possible without" by a meaning much closer to "useful", "expedient". Moreover, he said that, being respectable men, the inspectors need not say why they think the disclosure is necessary. Instead of the carefully worded condition of the statute a mere word of the inspectors seems now enough to bring about a conviction of the reluctant journalist.

However, the case involves an even more important issue of policy. A timely publication of governmental decisions about mergers is a much more effective method of preventing a few insiders scoring against the multitude of uninformed investors than criminal proceedings which so far have had only meagre results. Mr. Jeremy Warner's scoops pre-empted insider trading; by trying to make him disclose his sources the Court of Appeal is frustrating his efforts.

And so we come to the case of the Greek newspaper and its London correspondent condemned to pay \$450,000 in damages to a businessman in Malta who earlier served in the navy and then joined the underground opposition to the Colonels' Regime in Greece. The allegations published in the Greek paper concerned this period of his activities. There is no need to say more than that they were found defamatory. In view of the obvious inability of the Greek paper and its London correspondent to pay such huge damages, one wonders whether it would not be

more satisfactory all round if the paper or its London correspondent were made to publish a retraction of the defamatory statements, whatever they were.

It is also rather curious that all of a sudden there is an award of nearly \$1m for damaged reputations which can be repaired when the death and disability on the other but also between this enormous award and all previous ones in similar cases. In a list appended to David Cooper's excellent book "The highest award previously recorded was made last year to a Turkish Cypriot official against the Guardian amounting to \$55,296, though the other awards in the list are much lower, mostly between \$10,000 and \$20,000.

The fact that a London court assumed jurisdiction over a claim based on alleged defamation in a Greek newspaper, provoked an outcry in which all shades of Greek political opinion have joined. The sole justification was that about 50 copies of the paper are sold in the UK. This brings to mind the treble-damages product liability actions brought in the US courts against foreign manufacturers who do only minimal business there and where the plaintiff is not even a US resident. UK industry will find it more difficult to complain of the long-arm of US courts if UK courts exercise a similarly long-arm jurisdiction over Greek newspapers.

There is also the danger that American plaintiffs will find it attractive to sue the Wall Street Journal, for example, in the UK where libel law is stricter than almost anywhere else, and, of course, British papers may be exposed to similar inequities if other countries choose to follow the High Court example as soon as they discover that a London paper contains something they do not like very much.

Peter Wright, Jeremy Warner and Eleftherotypia — is it too much to ask for a statutory rationalisation of the press law?

*See David Hooper, Public Scandal, Culture and Contempt; Coronet Books 1985.

Delaware: no hostility to takeovers

By Leo Herzel and Richard W. Shepro

IT IS HARD, even for a statute blessed by the United States Supreme Court, to break into the big-time takeover world.

On April 21 1987 the United States Supreme Court surprised the takeover industry by holding a controversial Indiana anti-takeover statute constitutional. *CTS/Corp v. Dynamics Corporation of America*. (See Herzel & Shepro, "The Limits of Indiana's Anti-takeover Legislation," Financial Times, May 8, 1987). On June 10 the Council of the Corporation Law Section of the Delaware Bar Association decided not to recommend adoption of a similar statute to the Delaware legislature. In Delaware, on a corporation law matter, that is tantamount to a decision of the legislature.

With Delaware temporarily (more likely permanently) out of the picture, the importance of the Indiana anti-takeover statute has declined sharply. Delaware is by far the most important state for the incorporation of large publicly-held companies. Although Minnesota enacted a similar law on June 25 in the face of a takeover threat to Dayton Hudson (and even if some other states follow Indiana), the practical effect of the statute itself is no longer likely to be large.

The key provision of the Indiana statute requires shareholder approval when any shareholder crosses any of three percentage ownership thresholds: 20 per cent, 33 per cent or 50 per cent. Without approval the control shares have no vote and the corporation has an option to redeem them at fair market value. Neither the shareholder who owns the control shares nor members of management, nor anyone closely connected with them, can vote on the matter.

The CTS case received a great deal of publicity because it may be an important favorable precedent for other state anti-takeover laws, including some that may be quite different from the Indiana statute.

But another important factor was the sign in the majority opinion of a subtle shift in the way the Supreme Court views takeovers. In 1982, the last time the Court considered the issue, it rejected an attempt by Illinois to regulate takeovers. The opinions in that case were more enthusiastic about takeovers.

The CTS opinion stressed that the Indiana law enhanced the rights of shareholders, not incumbent management. Without some special protection,

shareholders cannot organise to protect themselves in a takeover. The Indiana law, the Court said, helps shareholders solve this problem. Nevertheless, the statute will also help target managements, mainly by causing delay and, possibly, confusion in takeovers. So it is hard to resist the conclusion that there may have been a shift in the Supreme Court's attitude toward takeovers. Possibly, the bad publicity which takeovers have received in the insider trading scandal was a significant factor in the change.

The Supreme Court appears to be giving states an important new opportunity to make their company laws more attractive to large corporations by making hostile takeovers more difficult. For many years some of the states have competed with each other to attract new incorporations. This competition is based on their corporation statutes and other parts of their legal structure affecting corporations, for example, judicial precedents and the reliability of court systems. In America, companies do not have to do business in their state of incorporation.

Delaware has the most to lose in this competition. It depends more on incorporations to support its economy than other states. Typically large companies incorporated in Delaware have no other economic ties to the state. Its past victories in securing incorporations have even led some lawyers and economists to label the competition among states "the race to the bottom."

So why did Delaware pass over this opportunity? One important reason is that there were difficult practical problems connected with enacting complicated controversial

legislation quickly. The Delaware Council made its decision after receiving comments on a draft statute it circulated throughout the takeover industry.

Some of these comments questioned the wisdom of the key idea in the statute. Fears were expressed that the statute would encourage "raiders" to put companies into play by making it cheap to accomplish. Raiders, it was said, would only have to declare that they were ready to become shareholders with control shares and ask for a shareholder vote.

Other comments expressed the concern that the effectiveness of existing, non-statutory takeover defenses might be impaired by the statute. Someone who was attacking a takeover defence (a poison pill, for example) could make the point that since the statute gives shareholders a vote on whether it would be desirable to have a new control shareholder, any other takeover defence should be regarded as inconsistent with the statute because it deprives shareholders of that statutory right.

Some of the policy and technical comments made by those who approved of the main idea in the statute would have been difficult to deal with in the short time before the legislative session ended on June 30. A good illustration of the subjects of this type of comment is the procedure that should be required for a company to adopt the statute. Should shareholder approval be required or should board approval be enough? And, if shareholder approval is required, when (eg, immediately or 15 months after board approval) and how often (eg, only once or every three years)?

Moreover, there would be an

irreducible unresolved constitutional question left for the courts to decide even if Delaware adopted a statute as close as possible to the Indiana model. The Indiana statute covers companies incorporated in Indiana, but only if they also fulfil the additional condition that they have certain important economic ties with Indiana. That worked well for Indiana because large companies incorporated in Indiana also have their principal places of business there. Delaware, however, could not impose any additional condition because most large companies incorporated in Delaware have no important contacts with Delaware other than incorporation. The Supreme Court opinion does not deal with this point.

Perhaps even more important is the federal legislation pending in the wake of the insider trading scandal. This legislation, in effect, might make the Indiana statute redundant. Provisions pending in Congress would extend the minimum time before a tender offer can become effective from 20 to 30 or more business days. If one, not unreasonably, views the practical effect of the Indiana statute as mainly a delaying device (approximately 50 days) favouring takeover defence, rather than a profound resort to collective shareholder decision-making, there would be less need for a new state statute imposing delay in a tender offer.

The danger that Congress might some day enact a federal corporation law superseding state laws may also have made Delaware more cautious. Lately it would be desirable to have a new control shareholder, any other takeover defence should be regarded as inconsistent with the statute because it deprives shareholders of that statutory right.

Furthermore, Delaware lawyers are each having a turn. The ultimate congressional weapon is federal incorporation where Delaware, of all the states, has the most to lose.

The authors are partners in the Chicago Law Office of Mayer, Brown and Platt.

Unlike other airlines, Garuda Indonesia places "Executive Class" guests in the roomy nose of our 747s. Where the others usually have their First Class. The extra space and comfort seem to be very much appreciated. And that isn't the only similarity to First Class you'll find on Garuda's

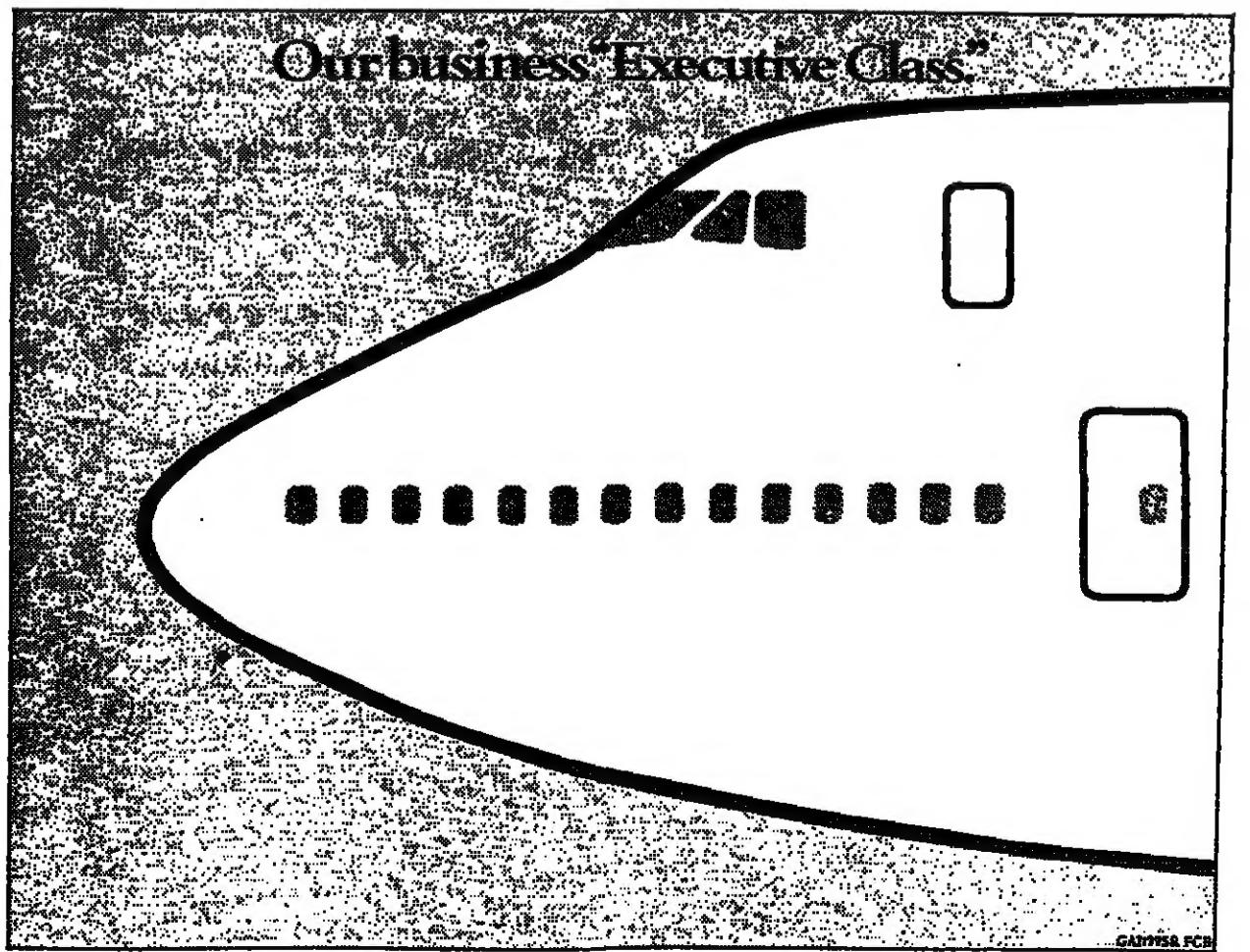
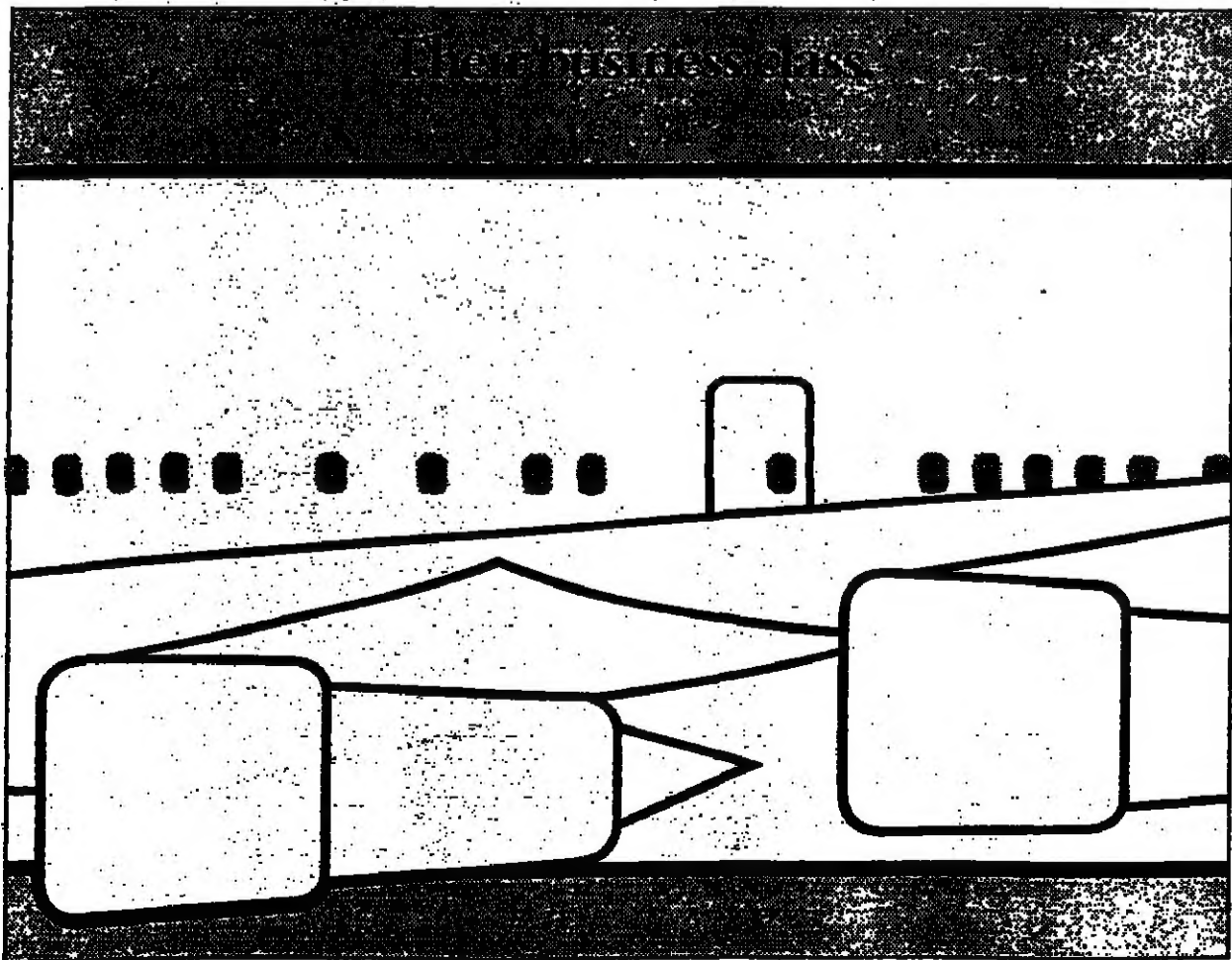
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MANAGEMENT: Marketing and Advertising



Geoffrey Read: sought a better source in County Limerick

Why the Irish have been taking more water with it

THREE YEARS ago Ballygowan Irish Spring Water was just a twinkle in Geoffrey Read's eye. Today, the brand, which has its source in County Limerick in the Irish Republic, is the market leader in his homeland and is about to be launched nationwide across the US by Anheuser-Busch, the world's largest brewer.

The story of Ballygowan is one of keen market perception and perseverance by Read, its 32-year-old originator and marketing director. And it has a touch of the proverbial luck of the Irish.

Read, who studied electronics and telecommunications, was selling and designing footwear in London when, one morning after a late night, he bought a bottle of mineral

water. "I felt I had tasted better spring water in Ireland," he says.

When he returned to Ireland in 1973 he got a place on a Government Start Your Own Business scheme and spent five months researching the international mineral water market. "The trends towards increased mineral water consumption were all there," says Read.

The only way he could test the potential of the small Irish market was to try to produce a product. With the assistance of the Geological Society of Ireland he located a source deep in what he describes as the forests of County Kilkenny.

Read borrowed \$4,000 and started a make-shift operation with pumps, tanks and filters. Assisted by his family he

bottled and labelled his own naturally carbonated mineral water.

"We put the drink into a number of shops and very quickly demand exceeded supply," says Read. But his spring did not have the potential for long-term development, in particular because of its remote location.

He went in search of a better source. EC legislation on mineral water stipulates that mineral water must be bottled at source. Read believed that because of the rationalisation taking place in the Irish soft drinks business there might be a bottle with spare capacity. The challenge was to find a bottle with a nearby spring.

He found just that business in Newcastle West, County

Limerick, where Richard Nash & Co had been bottling soft drinks since 1875. At the site, resplendent with its own ruined castle built by the Knights Templar in the 12th century, was a spring dubbed St David's Well. The waters had been bottled only occasionally — a shipment had once been sent for pilgrims travelling to Mecca.

"Richard Nash had the spare bottling capacity and I had an idea," says Read. They formed a 50-50 joint venture and Ballygowan Irish Spring Water started to flow. At the time, early 1984, Ferrier, the French mineral water, had about 95 per cent of the Irish mineral water market.

"Ballygowan became successful rather quickly and increased the market," says Read. This

year the product commands some 75 per cent of the Irish market — one that has grown eight-fold since 1984. Turnover is about £2m.

At some 4m litres a year, it is a small market compared with the UK — which has an estimated 90m litres. But says Read: "The per capita consumption is lower than in the UK but, like the UK, that lags significantly behind Continental consumption and there is room for a lot of growth."

In looking for export markets Read identified the US as a large and important target. Not only does it have a large Irish population, but imported products can carry a premium-price cache.

In looking for potential partners Read wanted an organ-

sation with good nationwide distribution.

In mid-1986 Anheuser-Busch took a 50.1 per cent stake in Ballygowan. Spring Water and the construction of a new \$3m 28,000 sq ft plant was started at the source. The plant has increased production capacity 10-fold.

Anheuser-Busch is just about to launch Ballygowan in the US where it also sells two of its own domestically produced waters. "We want to take on head-on," says Read. "We are offering a low sodium quality water sourced in an area where the prevailing winds come off the Atlantic so we are protected from the acid rains."

His ambitions are now spreading to the UK where there is

very limited distribution of Ballygowan. Talks are proceeding with a number of distributors and Read hopes to strike a deal this year. After that he is looking for key Continental markets and beyond.

Read says with pride that in 1986 Ballygowan won an international grocery Oscar for the best new non-alcoholic beverage. And he picked up the prize in Paris, the capital of the country that gave Perrier to the world.

Hard work and being in the right market at the right time have obviously played a major part in the development of Ballygowan. Read also points out that there has been luck too. In 1985, when the company had little money to spend on advertising, Ballygowan won an award given by the 11 newspaper titles in Ireland. The prize was \$100,000 of free advertising in the newspapers.

Lisa Wood

Marketers leave Woopies in the wilderness

David Churchill reports that there is little product targeting at the over-55s

WOOPIES — Well Of Older People — is the latest trendy acronym which reflects the rising purchasing power of the UK's ageing population.

The over 55s (the threshold for "older" is variable) are not only becoming one of the largest numerical segments of the population but they are also emerging as one of the most affluent and potentially attractive target groups for marketers.

Yet in marketing terms, Woopies are still largely ignored. "It is fashionable for marketing and advertising executives to be indifferent to the old," points out Dr Stephan Buck, group research director at AGB Research.

"They still go for the younger, trendy types who can be influenced for the rest of their lives. The old, they feel, are set in their ways and don't spend much."

Consequently, with rare exceptions in such markets as travel and personal finance, UK marketing executives have appeared slow to recognise the potential of so-called "grey" power.

Many consumers over 55 are, however, among the wealthiest of all spending groups. Their financial prosperity is based on five factors:

● They joined the property market before the 1970s boom, now have relatively small or no mortgages, and are living in assets the value of which has soared almost beyond belief.

● They are among the generation which is most likely to inherit property from parents or relatives. The Midland Bank, for example, has estimated that 150,000 properties will change hands in the UK every year for the next 10 years through in-

heritance — worth at least \$4.5bn annually.

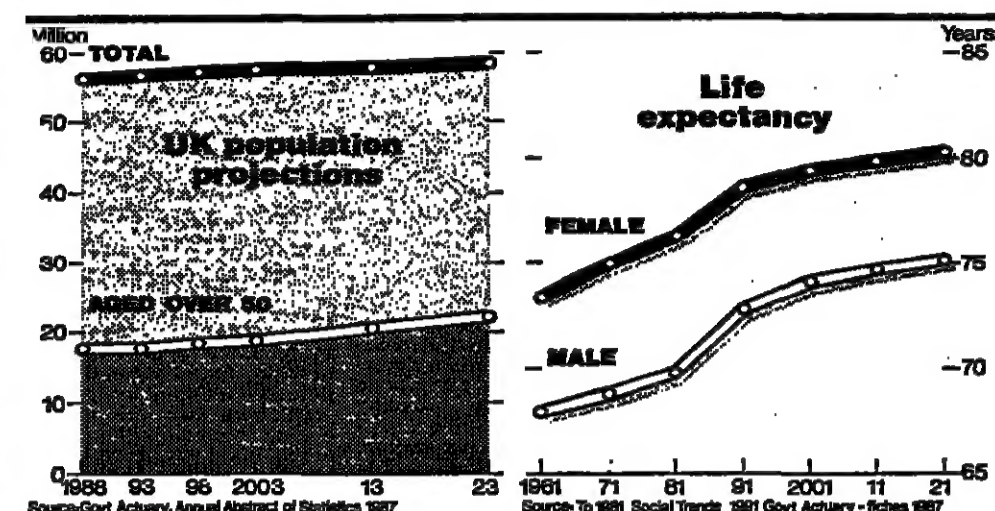
● They often benefit from children — who have represented the largest drain on resources for two decades — leaving home, freeing not only fixed assets such as large houses but also the cost of education and looking after those children.

● They have a higher proportion of savings waiting to be unlocked than any other age group. The over 55s alone account for some two-thirds of all UK private savings.

● They are among the first to benefit from the growth of occupational pension schemes which give them a higher level of disposable income. In the UK private pension arrangements now account for between a third and a half of all old-age benefits.

The over-55 phenomenon, moreover, is here to stay. "Britain's population will never be much younger than it is now," pointed out Peter Laslett, director of the Bank Xerox Unit at a recent Economist conference.

Britain is not alone in facing the problem of an ageing population: Continental Europe has twice the average proportion of elderly as elsewhere in the world. And by 2025, according to a recent study for the International Monetary Fund, nearly 20 per cent of the population of the seven major OECD economies will be 65 or over, compared with just under 13.5 per cent at present.



The US, though, has been more astute. There the growth rate in elderly people is more than twice that for the population as a whole and companies have been increasingly targeted advertising and products towards mature consumers.

Why have companies in the UK been so reluctant to explore the potential of the grey market? Cosmetic companies, for example — with one or two exceptions such as Yardley and Elizabeth Arden — have generally ignored the older woman in their advertising even though there are products, such as hair colourants, which are important to mature women.

Other manufacturers of consumer durable and fast-moving consumer goods have also ignored the over-55s, even though research shows that they are prepared to buy these products.

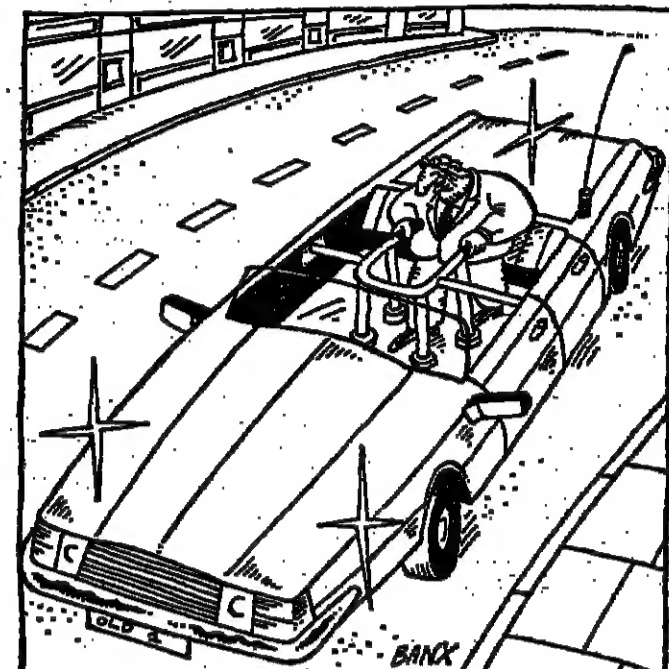
AGB's research also shows that manufacturers tend to ignore obvious markets, such as in the grocery trade. The over-55s, generally regarded as not worth targeting, are three times as likely as young consumers to buy foods such as canned fruit and twice as likely to buy cream.

Almost no marketing effort is directed towards the over-55s for luxury durables such as microwave cookers or video cassette recorders.

"Nobody has tried to sell to them, so nobody knows whether it would work," points out AGB's Buck. "It has to be worth a go, given the amount of money the over-55s have."

Among the reasons for the marketing gap is that many marketers are unable to identify with the elderly; they are generally young themselves and have been brought up in an environment where youth (at least those under 40) has always been the conventional target.

Advertisers also fail to realise that older people are more receptive to new products and new ideas than they think," points out Stan Johnson, managing director of Applied Leisure Marketing.



Older people often collect new products to compensate for their age and to show they are alive and bright," she points out. "As many women over 55 may want a Jacuzzi as want a bath with a special rail because they are doddery!"

Yet some companies — especially those in the travel industry — have already tackled the grey market with considerable success.

Saga Holidays established itself in the 1950s as a specialist tour operator for retired people and its success later encouraged the giant Thomson Travel tour operator to enter this market in the early 1980s with its "Young at Heart" tour programme aimed at the over-55s.

"This sector of the travel industry has grown rapidly in recent years and is increasingly important for us," points out Nick Roberts, Thomson's product manager responsible for this area.

Grey power has also become important in several other sectors. These include:

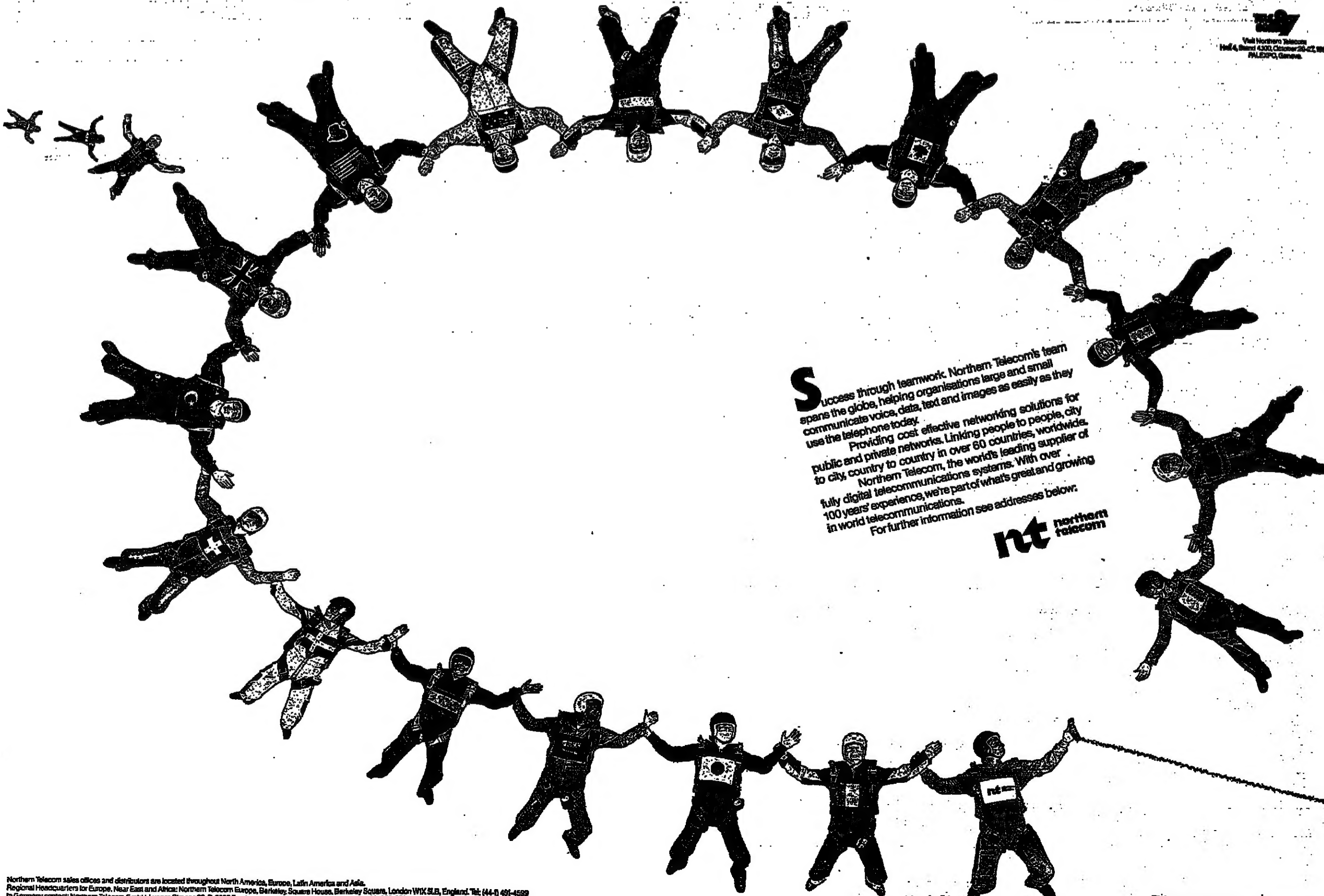
● Savings. Since older people have accumulated such a higher level of savings than other age groups, they have clearly been a target for financial institutions. The Midland Bank, for example, has a special package

sized at the over-55s — called Fifty Five Plus — which includes free financial advice, investment options, and an interest-free loan for home improvements and repairs.

● Housing. Estimates suggest that about one in ten of all new private housing starts is aimed at elderly people. McCarthy & Stone, one of the leading builders providing homes for the elderly, recently announced plans to build a series of special villages for over-55s throughout the UK. The first, to be built near Oxford, will include specialist leisure facilities such as a golf course, swimming pools, and tennis courts.

● Private health. Increased longevity and the problems facing the National Health Service have made the over-55s a prime target for the facilities offered by private health care schemes.

As has already happened in the US, the effects of an ageing population stretch beyond the obvious marketing implications. The new elderly have been brought up in a generation where lobbying is the name of the game; their impact in the 1980s on government policies in the areas of health, pensions, and housing could all create further opportunities for alert marketers.



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Currently Exchange Travel operates 25 company owned and over 50 franchised travel agencies throughout the United Kingdom. Expanding at the rate of 40-50 outlets annually it is anticipated that the group will control up to 500 agencies by the mid 1990's. The tour operating division features products as diverse as Australia, New Zealand, Scotland, Devon and Cornwall. Recent major developments in the business travel field will see the launch of the latest franchise formula into this important field of travel activity.

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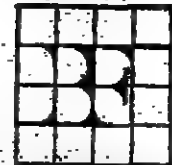
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BY ALAN CANE

TECHNOLOGY : Computing

Systems analysts in a time warp

TECHNIQUES developed to push back the frontiers of artificial intelligence (the ability of computers to make human-like judgments) may soon be used routinely in systems analysis as data processing professionals strive to improve their ability to interpret their customers' data processing requirements.

The essential difficulty, according to specialists in systems analysis like Rosemary Rock-Evans, is that systems analysts—data processing professionals trained to study a business to decide how it can best be supported by a computer—are too often caught in a technological time warp.

They are still looking for technological answers when they should set out to understand their customer's business from top to bottom.

Many of today's systems analysts were trained in the 1970s and early 1980s when it was essential to get the most out of the technology available. The hardware was expensive, cumbersome and not all that reliable. The software was often difficult to use, sometimes bug-ridden and never completed on time or budget.

Today, most experts agree that there has been a dramatic turn-around. Hardware is cheap and reliable. New methods of developing software are beginning to improve its reputation.

Technology is no longer the constraint. But the systems analysts business has yet to catch up with the technology.

Rock-Evans is sharply critical of the traditional approach which involves sitting down with the customer for an hour or two and asking what the

system is expected to do. "The wrong question," she says, "is to ask what the customer wants to see on the screen. There is not a user in the world who would have a sensible answer to that question."

She agrees that prototyping—a relatively new technique for developing rough and ready versions of a finished system, made possible by low-cost personal computers and better software—is valuable once the business requirements have been settled. But argues: "Prototyping can simply involve sitting a customer down in front of a screen and

face: "I hope that this will prove a milestone in our attempts to move the industry on away from its obsession with the machines themselves and towards making those machines work for our benefit. There is still too much time spent in developing systems. I have watched the industry fall around in its attempts to solve the problem—bigger machines, fourth generation languages, prototyping. We seem to have replaced armies of clerical staff with armies of more expensive computer support staff. Have businesses benefited, or is it all an illusion?"

So to the use of the tech-

Special software makes it possible for the computer to give an apparently reasoned answer to questions put to it. Because businessmen are expected to be the most knowledgeable about their own business, it therefore seems sensible for systems analysts to use the same kinds of interviewing techniques.

Systems analysis using artificial intelligence techniques is very much a methodology for tomorrow. But in the meantime Rock-Evans believes that systems analysts should be thinking about their interviewing methods and working on ways to bring the customer into a project as a permanent source of information.

What to do with the information once collected? Rock-Evans emphasises the importance of two techniques which have been around since the late 1970s but which are only slowly gaining general acceptance—data (or entity) modelling and activity modelling.

"Models" in these terms are simply graphical representations of the way complex sets of facts fit together. The stations and lines on the London Underground, for example, are much better understood as the well-known map than as a set of lists.

Data modelling involves the graphic representation of all the data in a business—stock, customers, orders and so on. Activity modelling is concerned with what the business does. These ideas, Rock-Evans says, are now generally accepted by most of the leading specialists in systems analysis.

Once the data model and the activity model, which together

Technological answers are still being sought, instead of finding solutions which match the customer's business needs

then asking "What do you want?"

Rock-Evans' credentials for laying out systems analysts so roughly are her 13 years experience of data processing, now encapsulated in a massive, four volume text book, *Analysis within the Systems Development Life Cycle*, published by Pergamon Infotech.

The first volume, *Data Analysis—the Deliverables*, is already in print, and the rest will be available in September.

It is a massive, comprehensive work and not for the novice. For the practising systems analyst, however, it is a treasure house of information. As Rock-Evans says in the pre-

face of artificial intelligence, "an essential problem is to develop interviewing techniques which will enable the systems analyst to extract from a customer a clear picture of what his business is all about."

There is a clear similarity between the process and the interviewing techniques knowledge engineers use when building up a database of information for use in an expert system. Expert systems are collections of fact and opinion relating to a particular subject area. The information is gleaned from acknowledged experts in the field and stored in the memory of a powerful computer.

Europe's services sector set to maintain 20% growth

THE MAJOR European computing services companies grew on average by about 20 per cent in 1986 and are likely to grow by the same percentage in 1987, according to the European Computing Services Association (ECSA).

The Association, which includes 1,136 computing services companies in its membership, gave these figures in its 11th annual survey, published last week.

Custom software and consultancy flourished throughout Europe, the report says, with both areas growing, again, at about 20 per cent.

Processing services, which covers the computer bureau

business, still accounts for over 30 per cent of the overall services market, but its rate of growth is now only about half that of the market as a whole. Local batch processing is declining in most countries, the report says, but new services such as value added network services and database services are growing much faster.

The fastest growth rate in 1986 was exhibited by packaged software—software products—but the rate of growth is declining and is likely to fall further.

The report notes: "Much of the software products market is accounted for by the sys-

tems software sold by the hardware manufacturers and it is not easy for the independent software and services firms in Europe to obtain a substantial share of this market."

These observations tend to confirm that Europe is moving towards software solutions involving a mixture of packages and custom software rather than a complete reliance on packaged products.

A package is a generalised piece of software which can be used by many companies if they are prepared to modify their business prac-

tices to suit the software rather than vice versa.

According to the International Data Corporation (IDC) which provided ECSA with overall market statistics, the software and services market in Western Europe grew from \$19.7m in 1985 to \$23.5m in 1986, an increase of 19 per cent.

Four countries, West Germany, France, the UK and Italy account for the lion's share (69 per cent) of the overall market.

West Germany showed the best performance, IDC says, increasing its marketshare by 22 per cent to \$4.62m.



Rosemary Rock-Evans: Sharply critical of traditional approach to data analysis

represent a statement of business requirements have been constructed, the way is clear for the analyst to set about deciding how best to support those requirements—which areas to automate, and which areas to leave to manual operation.

To the outsider, it might seem that these approaches are just what every systems analyst should be doing already, but it seems that a combination of lack of training, lack of opportunity, fear of the new and entrenched attitudes are holding a lot of systems analysts back.

It appears that many systems analysts cannot or will not keep up with the latest developments in their discipline. "Their managers should push them to keep up to date," says Rock-Evans. "Just as computing can give you a competitive edge, it can put you out of business."

"Analysis within the Systems Development Life Cycle, Vol 1, \$44.95. Complete series \$134.95. Pergamon Infotech, Berkshire, England.

US shareware keeps the faith—but who stole the show?

SANDY SCHUPPER's considerable faith in human nature was tested to the limit last week. A pioneer of "shareware," a method of low-cost software distribution which leaves his customers on their honour to pay for programs they use, he took space at the PC User Show at Olympia, London, to introduce the concept to the UK.

On the second day of the show, he complained wearily, someone stole the demonstration software on the stand; on the third day, they stole the cashbox!

Bloody but unbowed, Schupper is pressing on with his plans to establish his company, Brown Bag Software of Campbell, California, as the leader in shareware.

Although the idea is new to Europe, Brown Bag is only one of a handful of companies specialising in shareware in the US. It turns around the twin factors of the difficulty of protecting software against copying and piracy, and the high cost of distributing software by conventional routes.

Customers for any of Brown Bag's five major programs—utilities for IBM compatible personal computers—are actively encouraged to make copies of their software and distribute them to their friends and colleagues.

If they, in turn, find the programs worth keeping they are encouraged, but not forced, to register their copy paying

in the UK at any rate, \$51.40 a program.

They are then sent a fresh, up-to-date version of the program, a manual and two or three "bonus programs."

There is also free telephone support. Each program has a unique identifier, so when a program is registered Brown Bag knows whose disk was the source of the copy.

The owner is then paid a 10 per cent commission—in the UK \$5.14 for every friend or colleague who registers the program and pays for it.

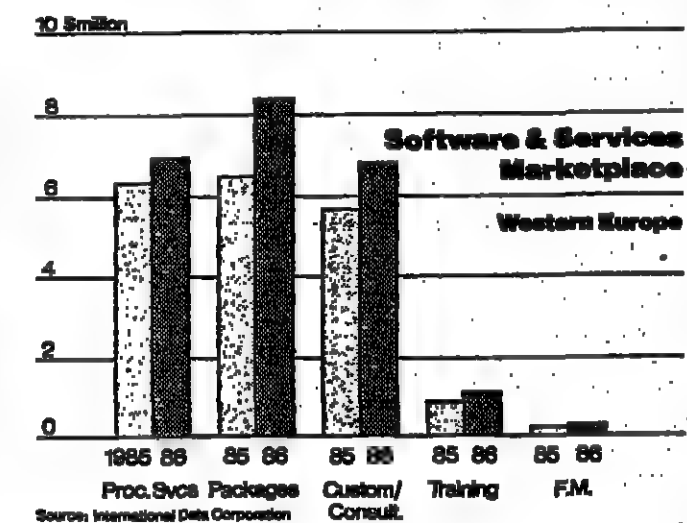
What makes people pay up for a program they could have for free? Basic human honesty believe Schupper.

But conventional distribution and marketing demands an advertising spend of up to \$80,000 per program per month worldwide, he points out, coupled with distributor discounts in the 60-70 per cent area.

He reckons to come out ahead even if a sizeable number of people with copies of the program fail to register.

His most popular effort, Homebase, a desktop organiser, has sold 100,000 copies.

Revenues will be \$4m in the US in the coming year, \$6m in Europe. Why faster growth outside the US? "There is a huge opportunity here to market reasonably priced, good quality software. Europe is virgin territory for shareware," he says.



The survey shows that in packaged software, applications tools—software which makes it easier to write other software—was the fastest growing market segment.

There was increasing interest in database management systems with a special emphasis on the very advanced relational databases, and in fourth generation languages, special software which generates computer programs from English-like instructions.

Eleventh Annual Survey of Computing Services in Europe 1987. Available from ECSA in London on 01-405 2171.

BURLINGTON INDUSTRIES, INC.

Notice of Redemption
of
7% Convertible Subordinated Debentures Due 2001

REDEMPTION DATE IS JULY 29, 1987
CONVERSION PRIVILEGES EXPIRE AT THE CLOSE OF BUSINESS ON JULY 29, 1987

July 9, 1987

To the Holders of 7% Convertible Subordinated Debentures Due 2001:

NOTICE IS HEREBY GIVEN that Burlington Industries, Inc., a Delaware corporation (the "Company"), has called for redemption on July 29, 1987 (the "Redemption Date"), all of its outstanding 7% Convertible Subordinated Debentures Due 2001 (the "Debentures") at the redemption price of 108 percent of their principal amount. The redemption price for each \$1,000 in principal amount of Debentures is \$1,080.00, plus \$68.83 in interest accrued and unpaid to the Redemption Date, for a total redemption price of \$1,148.83 per \$1,000 in principal amount of Debentures (the "Redemption Price"). The Redemption Price will be due and payable on each \$1,000 in principal amount of Debentures on the Redemption Date. On and after the Redemption Date, interest on the Debentures will cease to accrue and the holders of the Debentures will not have any rights as such holders other than the right to receive the Redemption Price, without additional interest, upon surrender of their Debentures, together with all coupons, if any, for interest appertaining thereto maturing after the Redemption Date.

The holders of the Debentures have the right to convert their Debentures into Common Stock of the Company, \$1.00 par value per share, at the conversion price of \$46.00 per share of Common Stock. So long as the market price of the Common Stock of the Company is \$52.85 per share or higher, holders of Debentures will receive, upon conversion, Common Stock (and cash in lieu of any fractional shares) having a greater market value (without taking into consideration sales expense) than the cash they would receive upon redemption. No adjustments in respect of accrued interest will be made for holders on conversion of the Debentures. No fractional shares are issuable upon conversion. The Company will make an adjustment for any fractional share interest in cash equal to the current market value of such fractional share interest computed to the nearest cent on the basis of the reported last sale price regular way of the Common Stock or, in case no such reported sale takes place on such day, the average of the reported bid and asked prices regular way of the Common Stock, in either case on the New York Stock Exchange on the last trading day prior to the date of conversion.

As an alternative to redemption or conversion, holders of Debentures may sell their Debentures through customary brokerage facilities.

On May 20, 1987 the Company entered into an agreement ("Merger Agreement") pursuant to which BII Acquisition Corp., a Delaware corporation organized by Morgan Stanley Group Inc., will be merged into the Company. The Merger Agreement provides that the holders of Common Stock of the Company will be entitled to receive, in exchange for their Common Stock, \$78 in cash. The consummation of the merger, which is subject to certain conditions, is expected to occur within the next several months. If the Merger Agreement is terminated or for any reason the transactions contemplated thereby are not consummated, the price of the Company's Common Stock could be materially adversely affected.

In order to be converted into Common Stock, the Debentures must be presented, surrendered, and received before the close of business at the place of conversion on July 29, 1987, together, in the case of Debentures in bearer form ("Bearer Debentures"), with all coupons for interest appertaining thereto maturing after such date, to any of the following conversion agents: (a) Bankers Trust Company, Payment and Exchange Services Division, 123 Washington Street, New York, New York 10015, U.S.A.; (b) Bankers Trust Company, Dashedword House, 69 Old Broad Street, London EC2P 2EE, England; (c) Banque Indosuez Belgique (formerly Banque de Bruxelles S.A.), rue des Colonies 40, 1000 Brussels, Belgium; (d) Banque Internationale a Luxembourg S.A., 2 Boulevard Royal, L-2953 Luxembourg, Grand Duchy of Luxembourg or (e) Credit Suisse, Paradeplatz 8, 8021 Zurich, Switzerland.

In order to be redeemed, Bearer Debentures, together with all coupons for interest appertaining thereto maturing after the Redemption Date, must be surrendered at the specified offices of any of the following paying and conversion agent: (a) Bankers Trust Company, Dashedword House, 69 Old Broad Street, London EC2P 2EE, England; (b) Banque Indosuez Belgique (formerly Banque de Bruxelles S.A.), rue des Colonies 40, 1000 Brussels, Belgium; (c) Banque Internationale a Luxembourg S.A., 2 Boulevard Royal, L-2953 Luxembourg, Grand Duchy of Luxembourg or (d) Credit Suisse, Paradeplatz 8, 8021 Zurich, Switzerland. In order to redeem registered Debentures, such Debentures must be surrendered at the Corporate Trust Office of Bankers Trust Company in the Borough of Manhattan, Payment and Exchange Services Division, 123 Washington Street, New York, New York 10015, U.S.A., or, at the option of the holder, at the office of any of the paying agents named above, subject to applicable laws and regulations.

FROM JANUARY 1, 1987, THROUGH JUNE 29, 1987, THE REPORTED CLOSING SALE PRICES OF THE COMPANY'S COMMON STOCK ON THE NEW YORK STOCK EXCHANGE RANGED FROM A HIGH OF \$77.75 PER SHARE TO A LOW OF \$40.00 PER SHARE. THE LAST REPORTED SALE PRICE OF THE COMMON STOCK ON THE NEW YORK STOCK EXCHANGE ON JUNE 29, 1987 WAS \$76.00 PER SHARE. AT SUCH LAST REPORTED SALE PRICE PER SHARE, THE HOLDER OF \$1,000 IN PRINCIPAL AMOUNT OF THE DEBENTURES WOULD RECEIVE, UPON CONVERSION, COMMON STOCK (INCLUDING CASH IN LIEU OF ANY FRACTIONAL SHARE) HAVING AN AGGREGATE MARKET VALUE OF APPROXIMATELY \$163.04. SUCH VALUE IS SUBJECT TO CHANGE DEPENDING ON CHANGES IN THE MARKET PRICE OF THE COMMON STOCK. AND HOLDERS OF THE DEBENTURES ARE URGED TO OBTAIN A CURRENT MARKET QUOTATION FOR THE COMMON STOCK. SO LONG AS THE MARKET PRICE OF THE COMMON STOCK EQUALS OR EXCEEDS \$52.85 PER SHARE, HOLDERS OF THE DEBENTURES WHO CONVERT WILL RECEIVE COMMON STOCK (PLUS CASH IN LIEU OF ANY FRACTIONAL SHARE) HAVING A GREATER MARKET VALUE (WITHOUT TAKING INTO CONSIDERATION SALES EXPENSE) THAN THE CASH WHICH THEY WOULD RECEIVE UPON REDEMPTION.

July 9, 1987

By Burlington Industries, Inc.

Premier Group Holdings Limited

(Incorporated in the Republic of South Africa Co. Reg. No. 0104313/06)

Extracts from the Annual Review of the Chairman, A H Bloom

The Group has enjoyed an excellent year. Both sales and profits rose to record levels, and the balance sheet reflects considerable financial strength. Dividends were accordingly increased, and prospects are favourable.

SALES AND PROFITS. Group sales in respect of ongoing operations, at R2623 million were 17% higher than the previous year. Net profit after tax attributable to ordinary shareholders reached an all time record figure of R154 million (1986:R89 million)—an increase of 55%.

Earnings per share were 43% higher, a lower figure than the increase in attributable profits due to the dilution factor created by the new Preferred Ordinary Shares.

This is a very satisfactory performance, particularly as the year was beset with many obstacles which made trading difficult. Continued industrial unrest, stayaways, strikes, work stoppages and overtime bans played havoc with production targets, as did consumer boycotts of some of the Group's major customers.

Premier Food Industries Limited ("PFI") had a particularly good year, with every division reporting improved results. There is probably not a home in South Africa in which a Premier Group product cannot be found. The South African Breweries Limited (in which the Group has a 36% interest) also enjoyed an excellent year, with earnings per share rising by 36% and dividends by 35%.

CNA Gallo Limited (in which the Group has an effective 32.5% share) improved its results significantly—earnings were higher by 62% and dividends were raised to 18 cents per share (1986:12 cents per share).

The Group's pharmaceutical interests performed well and have been significantly expanded. During the year, Gresham Industries Limited became the listed wholesaler arm of The Premier Group, and also produced profits which exceeded the forecast given at the time of its restructuring last July.

BALANCE SHEET STRUCTURE. The Group's debt: equity ratio is a very conservative 24%, a figure which pales into insignificance when viewed in relation to the fact that the market value of the Group's major investment (its shareholding in The South African Breweries Limited), exceeds its cost by more than R1 billion. There was a relatively insignificant increase in Group borrowings from R377 million to R401 million.

DIVIDENDS. The Board declared a final dividend of 69 cents (1986:54 cents) making a total dividend of 105 cents for the year. This is an increase of 22%, and is covered 2.2 times.

THE SOUTH AFRICAN BUSINESS ENVIRONMENT. Progress was made across a broad front in most of the major sectors; encouragingly, the trend picked up momentum towards the end of 1986 after a slow start.

The better mood of business is important and suggests that the economic recovery is able to gather pace. However, the outlook remains fragile as the economy continues to be beset by serious structural problems. Despite these problems, there is little doubt that the South African economy is in a better condition than it was a year ago, and I am cautiously optimistic about the prospects for future growth.

Comment on the macro-environment in which the Group operated during the past year would not be complete without some reference to the political developments in South Africa. These are inextricably interwoven with economics and very much the concern of business. I do not believe that there is any doubt that

the internal political system in South Africa continues to cause distressing polarisation between races. This increased markedly during the past year as civil unrest and violence took its toll. Feelings were exacerbated by the failure of the Government to introduce fundamental change in South Africa, or to take steps to remove legislatively entrenched discrimination.

Security forces became the ultimate instrument of Government policy, without the normal legal checks and with seeming indifference to public protest. The State of Emergency continued to remain in force and was accompanied by unrestrained repression of all forms of dissent, the introduction of further media curbs and widespread detention without trial. The task of those overseas critics pressing for sanctions and disinvestment was simply made that much easier. Those who wish to join with the many South Africans who are working towards a more just society, should carefully consider the consequences of sanctions and disinvestment. The negative effects will not be felt by those who comfortably reside in the world's capitals.

Given the intransigence of Government policy, economic growth and expansion is one of the few avenues through which an improvement in the quality of life for Black South Africans can be achieved. Economic growth also inevitably leads to accelerated disintegration in the workplace and elsewhere, thus serving to break down in practice what discriminatory legislation seeks to entrench in theory.

Sanctions and disinvestment are political weapons of doubtful value and have historically been shown to be ineffective. In the unlikely event that they were to achieve their objective of depressing economic activity, all that would be achieved is an increase in the chances of bloodshed and violence as communities become reduced to the point of desperation.

On the all important question of political rights for Blacks, nothing has changed. The Government is still committed to imposed solutions which Black leaders long ago rejected as unacceptable.

Many of the pressures would abate if the Government had the vision and courage to present all South Africans with a coherent blueprint for a democratic society in which colour was irrelevant. What is needed is an unambiguous pronouncement that statutory racial discrimination will be abolished from every walk of South African life. This is the only message which will be interpreted by the majority of people in South Africa that a just society is the goal for the future. It is the only hope for long term stability, and also the only effective counter to the proponents of sanctions and disinvestment.

The present political recipe urgently needs to be changed. South Africa is further than ever from negotiation with credible Black leaders, some of whom are still in jail and others of whom are in exile. It is further than ever from a resolution of the one issue that would satisfy Black aspirations, bring an end to civil unrest and readmit South Africa to the international community—the question of enfranchisement of all South Africans.

PROSPECTS. Shareholders will be gratified to learn that the Group budgets for the forthcoming year anticipates another reasonable increase in earnings.

Copies of the Annual Report and Chairman's Review are available from the London Secretaries, Barnato Brothers Limited, 39 Bishopsgate, London EC2M 3XE.

FINANCIAL TIMES SURVEY



The City of Norwich, having come through the recession relatively unscathed, is now approaching the 1990s

more concerned about the pressures of growth and economic expansion than contraction of its industrial base. It is focal point of a travel-to-work area of a quarter of a million people and, as the capital of East Anglia, is the centre of Britain's fastest growing region.

Survey by Robin Reeves.

A city that is doing nicely

UNTIL comparatively recently, the city of Norwich worried that it was perhaps missing out on growth in national prosperity, because of its relative isolation and its distance from the main national road networks. Communications remain a cause for complaint.

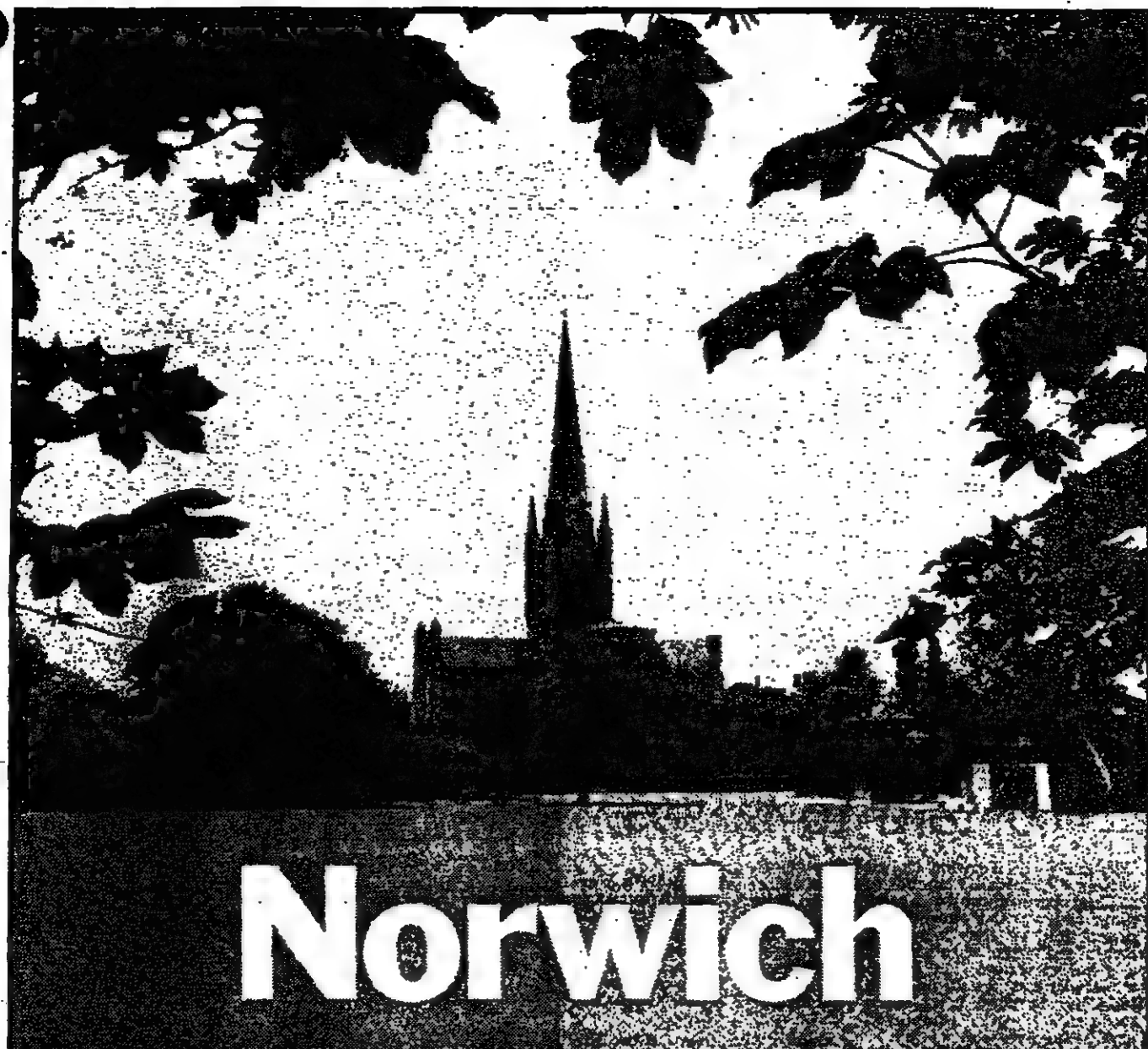
Perceptions about Norwich however are changing both among its citizens and those outside. The city, with a population of only 120,000 may be relatively small by modern urban standards, but there are a quarter of a million people in the travel-to-work area and, as the capital of East Anglia, Norwich is at the centre of Britain's fastest growing region.

The population of the county of Norfolk is predicted to increase from 700,000 in 1981 to between 780,000 and 770,000 by 1996. This is largely as a result

of inward migration: only about half of the increase accounted for is by people retiring to the area.

Norwich is unusual. "A regional capital with all the facilities of a big city but the friendly atmosphere of a small town," is how Councillor Mrs Pat Hollis, the City Council leader likes to describe it. "The city of lost ambitions" is another description reflecting the fact that once people have lived in Norwich, they often never leave.

During the Middle Ages and beyond, Norwich was the second city in the land, a period of prosperity based on woolen trade with the Continent which is still celebrated by the city's fine Norman cathedral and remarkable collection of 31 medieval churches (the largest concentration in Western Europe) which crowd the city's



The cathedral spire: a prominent landmark and reminder today of the city's medieval past

central area. Norwich was then a significant extent bypassed by the 19th century industrial revolution. As economic power moved to the burgeoning cities of the North and Midlands of England, Norwich kept a country town ambience.

The industries which did develop were related to its agricultural hinterland, notably drink and footwear. Coleman's of Norwich and Rowntree's Macintosh are two famous names in the food industry which remain major local employers. The footwear industry has contracted sharply over the past 20 years, one notable disappearance being Norvic, once Britain's largest shoe company, but Bally and Start-Rite continue to keep the industry's flag flying.

More recent outbursts have taken place at two other longstanding major local employers—Laurence Scott & Electromotors and Boulton and Paul Joinery. But the City has reacted in a sanguine fashion to these losses.

For one thing, there has also been good economic news. The city's largest private sector employer, Norwich Union, is expanding, as is one of its more glamorous companies, Group Lotus.

Confidence has also been boosted by a recent comparative survey of European provincial cities undertaken for the European Community by Professor Peter Hall of Reading University. This concluded that

Norwich is top in Britain and high up the European list of most attractive cities in which to live; taking into account levels of unemployment, incidence of illness, crime, rates of growth and various other criteria.

An optimistic picture also emerged from a "jobs audit" recently undertaken by the City Council—a five-year forward look at the number of new jobs in the pipeline and outline strategies for further job creation to reduce the city's unemployment rate. These presently total about 8,500 or some 10 per cent of the working population.

The audit identified about 1,400 construction and 5,000 other jobs which were promised from private sector investment. It also forecast that approaching the same number of jobs again could be encouraged by council action, given (it was at that stage hoping for the return of a Labour Government in the general election) an easing of restrictions on local government finance.

Most provincial cities of its size, and even those far larger, are having to try to attract companies involved in financial services—one of the growth sectors of the 1980s—whereas Norwich not only has a sophisticated insurance sector but even boasts its own regional merchant bank—East Anglian Securities Trust.

Indeed, the reluctance of people to leave Norwich is

reckoned to account for the above-average proportion of the working population involved in professional services generally. They range from a strong presence of big solicitors and accountancy firms capable of handling the most sophisticated work to advertising, marketing and public relations firms, Anglia Television and BBC East and the East Anglian newspaper group, owner of 20 titles including the Eastern Daily Press, currently the biggest circulation regional daily in England.

Norwich is also well-endowed in terms of its educational infrastructure, thanks to the presence of the University of East Anglia and the City College. Its Chamber of Commerce is notably active in encouraging business connections which will assist the growth of the local economy, and in acting as a local agent for many of the Government's training and other job creation initiatives.

There is a general pulling together. Certainly relations between the business community and a City Council long dominated by the Labour Party, are generally very good. The council is praised for pursuing a sensible, practical approach towards the city's economic problems and for the assistance it gives incoming and expanding companies.

The jobs audit report's main concern was that most jobs might go to outsiders, rather than benefiting local people,

and create additional demands which public services would be unable to cope with; unless, that is, steps are taken to match local training to expected skill needs particularly in the construction industry.

Since then Dr Peter Townroe

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of the University of East Anglia's Economic Research Centre has been commissioned to undertake a more in-depth study of the Norwich economy and the surrounding area and identify growth potential, as well as constraints on the city's development between now and the end of the century.

Dr Townroe hopes the study will be of general benefit in bringing together an overview of the Norwich economy during the next 10 years from a pooling of knowledge from the public and private sectors.

More specifically, he sees it assisting in land use planning and the provision necessary for industrial needs; encouraging a broadly-based economic development strategy and providing the background for the local education and training effort.

On the face of it, Norwich appears to have many of the ingredients necessary for a successful economy in the 1990s and beyond, already in place.

The mix of industries is good. Certainly, it does not have too many of its employment eggs in too few baskets. Furthermore, management control in many instances is locally based meaning that decisions of vital importance to Norwich are not taken many miles away and without local knowledge.

But there are also constraints. One is clearly geography. Norwich is always going to have difficulty attracting businesses heavily dependent upon a UK-wide distribution network.

Another could be premises. The market for industrial property is not highly developed. Much of the land is in the hands of the City Council which is subject to strong budgetary restraints, as is now the University of East Anglia.

The thought has been expressed that it could emulate Cambridge by building its own science park and, as is high-

lighted elsewhere in this survey, the food industry promises to be a particularly fruitful avenue for co-operation between local academic and industrial expertise. But apart from the fact that spin-outs are likely to be more modest than at Cambridge—UEA is a far smaller university—the science park project has had to be shelved as a result of a drastic cut in budget by the University Grants Commission over the next three years.

The more immediately obvious constraint is road communications. Norwich is acutely aware that it remains the only English city without a dual carriage approach. Pressure is building up for an early commitment by the Government to the improvement of the A11 from Cambridge and a new southern by-pass is scheduled to be built in the early 1990s. But in the meantime Norwich feels disadvantaged.

Rail and air links present a brighter picture. British Rail has just completed the electrification of the line between Norwich and London, resulting in a reduction in the fastest journey times to under two hours. In short, Norwich is now virtually within daily commuting distance of the City.

Norwich Airport is investing £4.5m in a new passenger terminal and associated infrastructure which will double the airport's handling capacity to 400,000 passengers a year. The airport is one of Air UK's main operating bases. It provides scheduled daily services to Amsterdam's Schiphol International airport, less than an hour away, and other UK destinations.

Charter and freight traffic is also growing, assisted by the customs clearance facility which the airport is able to offer to local businesses, even for goods being imported through Heathrow and Gatwick.

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City of Norwich

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For more details contact: Richard Packham, Economic Development Officer, City Hall, Norwich NR2 1NH Tel. Norwich (0693) 622233 Ext 2501

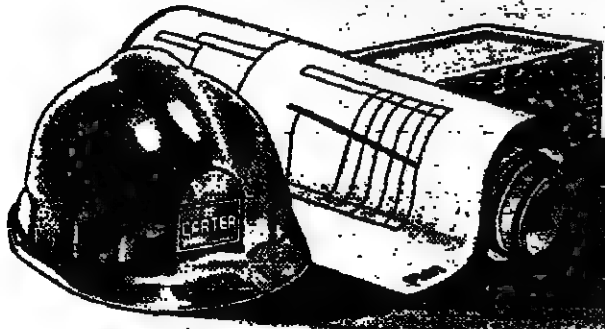


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NORWICH'S LARGEST private sector employer, the Norwich Union group, is set for another year of significant expansion. Group premium income is on course to top £2bn, double the level of three years ago, and the number of employees, which last year rose by over 13 per cent to 4,000, is also set to rise.

The target we have set ourselves for future growth is likely to mean that this year we will be recruiting some 500 some more school leavers who meet our academic recruitment standards," Mr Victor Hughitt, Norwich Union's chief general manager, explained recently.

Sedgewick, the UK's largest insurance broker and one of the three leading insurance broking houses in the world, is also expanding its presence in the city as part of a reorganisation which will boost the firm's Norwich staff numbers from 800 to nearly 1,000.

Norwich has long been fortunate in having its own, home-grown insurance industry—the origins of the Norwich Union group go back to the 18th century. Over the years it has been a source of simple and secure, clerical employment, particularly for school leavers. Of late, it also has given the city a significant stake in one of the growth sectors of the British economy in the 1980s.

Norwich Union's current expansion stems in particular from the notable success of its new unit-linked insurance subsidiary, Norwich Union Asset Management. The group had been selling unit-linked insurance since 1968 but last year it hived this side of the business into a separate structure.

Combined with growth in the group's conventional business, the move helped boost Norwich Union's share of the worldwide premium market from 4.8 per cent to 6.1 per cent. Its Life Society overtook both Standard Life and Legal and General, and narrowed the gap on the leader, the Prudential.

Furthermore, the growth is continuing. New business proposals this year have been running 20 per cent ahead of the same period last year, success which is being attributed to a more professional approach to marketing and to a good investment performance.

In non-life business, Norwich Union is now among the largest of the motor insurers in the UK and certainly reckons to be the biggest insurer of motorcycles and vehicle fleets.

In contrast to many other insurance groups, Norwich Union's insurance "products" are marketed through insurance brokers, accountants, solicitors, financial advisers and, in the case of non-life policies, through garages and travel agents. In short, Norwich Union does not have its own field force but, rather, is a wholesaler of insurance.

The group copes with its particularly demanding communications needs vis-a-vis the rest of the country, electronically, by renting telephone lines and by exclusive use and, physically, by running a private aeroplane in collaboration with Colmans. The airline would apparently be difficult to justify on economic grounds alone but it saves staff significant time when it comes to visiting places like Cardiff, Channel Islands or Dublin.

Sedgewick's current expansion in Norwich stems from a decision to concentrate its technical insurance processing and accounting, including its claims service, in one centre, as part of reorganisation of its UK offices. It parallels a co-ordination and merger of the Sedgewick group's North American businesses. But, unlike Norwich Union, Sedgewick is not tied to the city. It is there because one of its forebear companies, Bland Payne, first established a presence in Norwich in 1971.

ملف المدينة

NORWICH 2

Food industry research

£15m gift stimulates sector

IN APRIL this year Mr David Sainsbury of the food retailing group announced the donation, through his Gatsby Charitable Foundation, of £15m to create a new plant disease laboratory at Norwich, linked to the John Innes Institute of Plant Sciences and the University of East Anglia.

The new Sainsbury laboratory will study the application of genetics and molecular biology to the protection of plants from disease, in place of chemicals whose possible ecological effects are the subject of increasing concern.

Plant diseases are a serious problem for food producers. They are reckoned to reduce crop yields by 10-20 per cent. Two months before the Sainsbury laboratory announcement, the Government also unveiled plans for a new food science laboratory in Norwich. This new Agriculture and Food Research Council facility will strengthen the food safety work of the Institute of Food Research at Colney Lane, Norwich.

Much of its work is concerned with the chemical aspects of food safety in such areas as additives, contaminants and other trace constituents where growing public concern has been expressed and there is a clear need to assess any risks scientifically.

The two announcements highlight Norwich's growing importance as a centre of food industry

research. If the research personnel of the Norwich Institute for Medical Education are included, the city will soon have some 300 research scientists concerned with food and biological sciences on sites immediately adjacent to the University of East Anglia campus.

There is also the possibility of Norwich's new main hospital, being located in the vicinity which would add a further valuable dimension. It all adds up to a unique gathering together of food and biological science expertise which could produce handsome dividends for the local economy in the 1990s.

Certainly, research and development facilities have proved to be a vital ingredient for other industries and local economies when it comes to encouraging growth and expansion and ensuring that commercial viability, new products and processes come forward to replace those being lost either through changes in market demands or technical obsolescence.

Professor Derek Burke, the new Vice-Chancellor of the University, a biotechnologist who worked in the private sector in Canada for a number of years before being headhunted and persuaded to take up his present post, has emphasised the connection.

"These major laboratories on the edge of our campus are a growing strength for the uni-

versity and its region. It may well be that the best prospects for any future new venture developments will be by working in association with these institutes," he noted recently.

According to Professor Peter Richmond, Head of the AFRC's Norwich Laboratory, his researchers have several prototype products in the pipeline. "We see considerable opportunities for the generation of small businesses out of our work and hope that they can be based locally," he said.

To this end, the university has itself proposed developing a Science Park adjacent to its campus, to encourage spin-off businesses. As a result of Government budgetary cuts, the project has recently had to be shelved. But there are hopes that it may be revived soon, perhaps with the involvement of private sector developers.

There are other advantages. Norwich, as the centre of a rich agricultural county has been

long associated with the food industry and today is the home of some of the most well-known names in the food manufacturing business.

Colmans of mustard fame, part of the Reckitt and Colman group, was founded near Norwich at the beginning of the last century and it remains the centre of the group's food and wine division. Rowntree Mackintosh, the confectionery group, also has long-established presence in the city. And, not far outside, is Bernard Matthews, Britain's largest turkey producer and a pioneer in the development of branded meat products. In Norwich, the city is not only accumulating a unique scientific expertise in the food business, but also has an equally important tradition of successful business and commerce in the food sector. Between them they ought to create a centre of excellence and economic expansion.

Mustard to crisps

COLMANS OF Norwich is just putting the finishing touches to a £25m investment in a new plant which will modernise its production of the company's Robinsons range of soft drinks and barley waters. The investment will not result in extra jobs but it should underpin those 1,400 workers employed at the Norwich site.

Within the past two years, the company has moved to maintain its brand leadership of the UK soft drinks market by launching a special local sugar and a high juice cordial to meet the growing health-conscious preference for drinks without artificial flavourings.

Mr Vernon Sankey, managing director of Reckitt and Colman's food and wine division says that demand for the company's range of ready drinks in cartons is also growing rapidly at the expense of canned soft drinks.

The raw material for Colmans' most famous product, mustard, along with other food enhancers such as horseradish, mint and parsley, is grown in East Anglia under contract, using seed provided by the company. Traditional English yellow mustard still dominates the market. Imported specialty mustards have about a 10 per cent share.

Norwich is also responsible for the wine business of the group - Colmans is one of the pioneers of wine in a box - and its range of sauce mixes and cook-in and pour-over sauces which were introduced in the mid-1970s.

But it is another sign of the times that a company decided last year to introduce a wholegrain mustard to fit in again with the trend towards

wholefood products. Rowntree Mackintosh's Norwich factory, which employs 1,100, is responsible for a wide range of the company's chocolate products, manufacturing part-processed materials for the company's seven UK factories as well as many of its best-known brands.

Capital investment at the site has been running at the rate of £1.5m a year, the latest investment being a project to modernise its Easter Egg production. This is due to be completed next year.

Another major name in today's Norwich food industry is the Bernard Matthews group, headquartered at nearby Great Wiltham Hall. Its spectacular growth has swept away the argument that the days of achieving corporate brand power in the food industry are over. Having extended its pioneer development of the turkey products market into other types of meats, Bernard Matthews is now expanding into the area of overseas expansion, particularly in the North American market, where it has just signed a marketing agreement with H. J. Heinz of Canada.

Norwich also boasts a number of young, fast growing, companies in the food manufacturing business. Tucker Foods, founded in 1983, last year became the first company to launch a jacket potato crisp, a product which has since been copied by the market leaders.

Another relatively new company, Cambridge Nutrition, has built up a successful business selling food products with next to no calories for those trying to lose weight.



ELECTRONICS

Components buyout

THIS APRIL, the Norwich-based components division of STC, the international electronics group, was bought out by its management team and renamed Syfer Technology.

The move helps strengthen Norwich's relatively small electronics sector. Syfer specialises in the manufacture of multilayer ceramic capacitors - small components made up of layers of conductive precious metals and ceramic insulator.

The capacitors, which can retain an electrical charge, are used mainly in computer memories where they store the energy needed to allow the Random Access Memory (RAM) to function. About a quarter of the company's sales go abroad.

The buyout was led by Mr

Frank Dyson, the managing director and includes Mr Dick Beesey, the Finance Director and Mr Derek Wicker, the technical director.

Financial support was provided by 3i's Cambridge office, with backing also from CUN Industrial Investments and Barclays Bank. Mr Dyson stresses that Syfer Technology is the only domestically-owned major manufacturer of multilayer capacitors in the UK. "The company has a good base of blue chip customers in the electronics field and we now plan to use our technical expertise to broaden the product range that we offer them," he said.

Other companies in the sector include LSI Electronics, a home-grown Norwich company, whose robotic and electronic teaching equipment has won the company special accolades within the electronics industry. Equally, however, the risks of the high technology sector were underlined last month when it was revealed that Norwich-based Datron, whose earlier success in the manufacture of test and instrumentation equipment had led to the establishment of a Silicon Valley subsidiary, was discussing merger terms with an American company after running into financial losses.

Shoe manufacture

Back on expansion track

AFTER YEARS of contraction, one of Norwich's traditional industries, shoe manufacture, is fighting back. Mr Geoffrey Marshall, managing director of Bally Shoes and this year's chairman of the British Shoe Manufacturers' Federation is confident that in five years time, his company's Norwich factory for one will be producing 50 per cent more with much the same workforce and significantly improved profitability.

Last year, the Norwich shoe industry produced 4.3m pairs compared with 6m pairs in 1979 but with a labour force which has fallen from 4,200 to 2,500 over the same period.

A key ingredient in Bally's expansion strategy is the installation, at a cost of £13.5m, over the past three years, of a new computer-based management system to integrate its manufacturing, physical distribution and retailing activities - with the object of getting every part of the business to respond dynamically to changes in the market place.

Mr Marshall says that those parts of the new management system already in place (the whole system is due to be completed by the end of the year) have already begun to give the company considerable competi-

tive advantage, particularly over the many UK companies which now depend almost entirely upon imported shoe supplies.

"Our profitability is rising thanks to the much shorter pipeline which the new management system makes possible. The traditional January shoe sales are an exception to the efficiency of our industry. The new management system allows us to respond to the winners (the fast selling shoe designs) and get out of losers far more quickly."

Historically, the Norwich shoe industry reached its peak in the 1960s when it employed as many as 10,000 workers. Thereafter it went into a long period of decline as overseas manufacturers led by Italy, Brazil and the Far East mounted what has become a prolonged, highly successful assault on the UK footwear market.

Norwich's notorious casualty was Norwich Shoes - at the end of the war, Britain's biggest single shoe manufacturer - which, after a long series of takeovers, crises and roundups of assets, finally liquidated in 1981. Another famous name - K Shoes - also used to have a substantial factory in the city but now have only a small presence in the suburbs.

Bally has been in the business of supplying higher quality shoes to the UK market since 1892 when its Swiss parent company first opened a shop in London. The Norwich manufacturing connection was established in the 1930s and the factory became a wholly-owned subsidiary in 1948. Today it accounts for some 10 per cent of the company's shoe production worldwide, specialising in particular in women's shoes.

Since the mid-1970s, Bally has had a policy of gradually building up a chain of retail outlets trading under the Bally name. To date it has acquired 40 shops

outright, has exclusive franchises with a further 15 independent retailers, and over 100 special arrangements, including concessions in department stores.

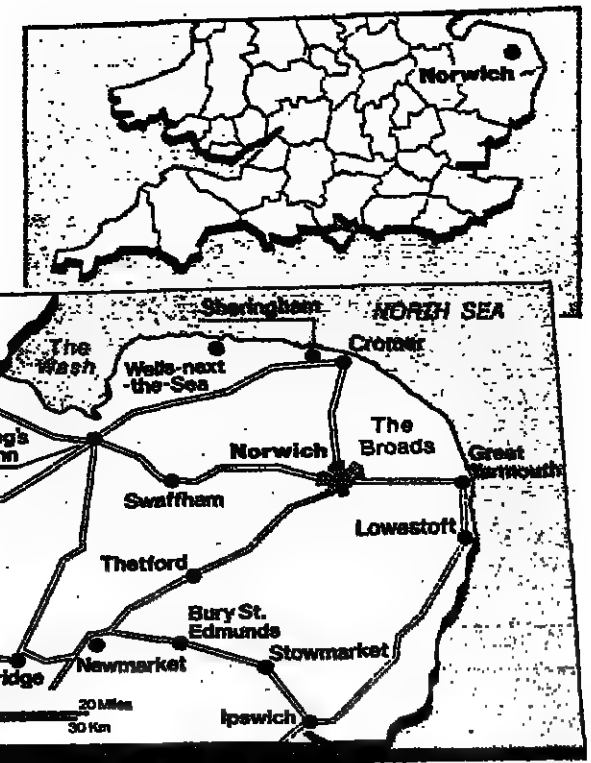
Mr Marshall stresses that the expansion policy is very stringent. "We would rather wait five years for the appropriate high site with the right neighbours than have the wrong kind of outlet. It is also essential that any site is in a sufficiently prosperous location to have a minimum turnover of £250,000, and preferably £500,000."

The net result of this policy is that the company is opening on average only 4 new shops a year. It still has another 30 towns and cities where it would like to establish a presence by 1995.

Mr Marshall is confident that Bally's Norwich factory and the other two shoe companies still left with a significant presence in the city - Start-Rite and Van-dal - have the business ingredients necessary to survive and prosper in today's UK footwear market.

"UK-based manufacturers have got to get into areas of the market where style and style are important and where the customer is not so price-conscious," he stresses. Bally is fortunate in having always concentrated on the upper end of the market in general, while Start-Rite and Van-dal have specialised respectively in better quality children's footwear and in wide fitting women's shoes.

Mr Marshall also believes that UK-based footwear manufacturing units must have the capacity these days to produce at least 10,000 pairs of shoes a week. Otherwise they are not generating enough profit to invest in new technology as it becomes available and long-term, it becomes a matter of how long they will survive.



Basic facts

Population: city of Norwich 122,300, travel to work area 250,000, county of Norfolk 719,000.

Local authorities: Norwich City Council, City Hall, Norwich NR2 1NH. Tel: Norwich 22233. Industrial Development Office: Mr Richard Packham, Norfolk County Council, County Hall, Martinus Lane, Norwich NR1 2DH. Industrial Liaison Officer: Mr R. A. High. Tel: Norwich 611122.

Higher Education: University of East Anglia, University Plain, Norwich NR4 7TJ. Tel: Norwich 561161. Norwich City College of Further and Higher Education, Ipswich Road, Norwich. Tel: Norwich 65011.

Chamber of Commerce: 112, Barrack St, Norwich. Tel: Norwich 625977. Director: Mr Alex Miller-Brown.

Main industries: Food Processing (Reckitt & Colman, Rowntree Mackintosh), Engineering (Lawrence Scott & Electromotors, Boulton & Paul), Shoe Manufacturing.

(Start-rite and Bally Shoes), Chemical Manufacture (May & Baker), Insurance (Norwich Union, Sedgwick), Printing (Jarrold, WMSO), Window Manufacture (Anglian Windows, Bowater/Zenith) Banking.

Communications

By Road	Miles	Kilometres
London	115	185
Ipswich	43	69
Swaffham	67	107
King's Lynn	44	70
Cambridge	62	100

London (Liverpool Street) 1 hour 55 mins
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to Stavanger 2 hours
to Leeds 55 mins
to Glasgow 2 hours 10 mins
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NORWICH 3

Motor industry

How Lotus streaked away

THE ACTIVE-RIDE Lotus may have ushered in a new era, one motor sports magazine commented cautiously as the Camel Lotus Honda recorded successive victories in this year's Monaco and Detroit Grand Prix thanks to its revolutionary new suspension.

The birthplace of this new era is to be found down a narrow country lane a few miles outside Norwich at the headquarters of Group Lotus which has been based near Norwich since 1957.

This was when the late Colin Chapman, the company's founder, decided to move to a disused airfield in the area, so that he could indulge his favourite hobby, flying, as well as begin manufacture of the first generation of his famous sports cars, the Lotus Elite and Lotus Elan.

In the intervening years, the group has had many ups and downs, the most recent, and probably the most serious, being a period four years ago when Colin Chapman had died suddenly and unexpectedly, motor manufacturers worldwide were losing a great deal of money, and Lotus's bank wanted its money back.

To the surprise of many, Lotus stayed afloat thanks to a refinancing package put together by Mr David Wickins, chairman and founder of British Car Auctions with strong backing from Toyota of Japan and JCB.

Then two years ago Lotus established a relationship with General Motors Corporation, Detroit, since translated into a majority share holding setting the group on a major expansion course.

This March, the new Lotus board approved a six-year programme involving the investment of £52m over the next five years which says Mr Michael J. Kimberley, managing director and chief executive of Group Lotus broadens the image of Lotus from that of a small British sports car manufacturer into a high technology engineering consultancy business of world-wide significance.

The investment programme, which will be to a large degree self-financing, has set a very ambitious growth target of 20 per cent annually. But Mr Kimberley, who has been with Lotus since he joined as an engineer in 1969, believes that a challenging environment is essential for success. In the meantime, he is confident, following a recent recruitment drive, that he has a management team capable of achieving it. "I have now got one of the best top teams in the motor business," he stresses.

Of the £52m in new capital investment, some £30m is being spent on developing and providing manufacturing facilities for two new sports cars. Details of

these new models are a closely guarded secret. But one is being described as a "marque entry vehicle for the Yuppies," which will be launched at the end of 1988 at a projected price of £12-£13,000. Customers will be expected afterwards to move on to either a four-seater Excel or Turbo Esprit.

The second model is to be a "supersports car" selling for £20-£30,000 in the UK and \$140,000 in the US. It will enjoy a world-wide market of no more than about 200 cars a year but it will be important for maintaining the Lotus image.

The balance of the investment package is earmarked for further building up Lotus's engineering consultancy activities, which are already responsible for the dramatic jump in the group's turnover from £2m in 1984 to £21m in 1985 and which now account for just over half the group's earnings.

The "active-control technology" demonstrated to such dramatic effect in Monaco and Detroit, is the subject of consultancy agreements with no fewer than 11 motor manufacturing companies worldwide, including Volvo and Chrysler.

The new system gives vehicles a suspension akin to the skis and muscles of a downhill skier. Instead of using springs, dampers and roll bars to keep a vehicle upright, the new suspen-

sion technology uses a powerful computer to pass signals between, and control, each wheel, so as to keep the vehicle platform horizontal. The net result is significantly enhanced comfort, handling and safety.

Such are the benefits of the new system, Lotus's chief executive is confident that, by the mid-1990s, most middle range cars will be fitted with this type of suspension.

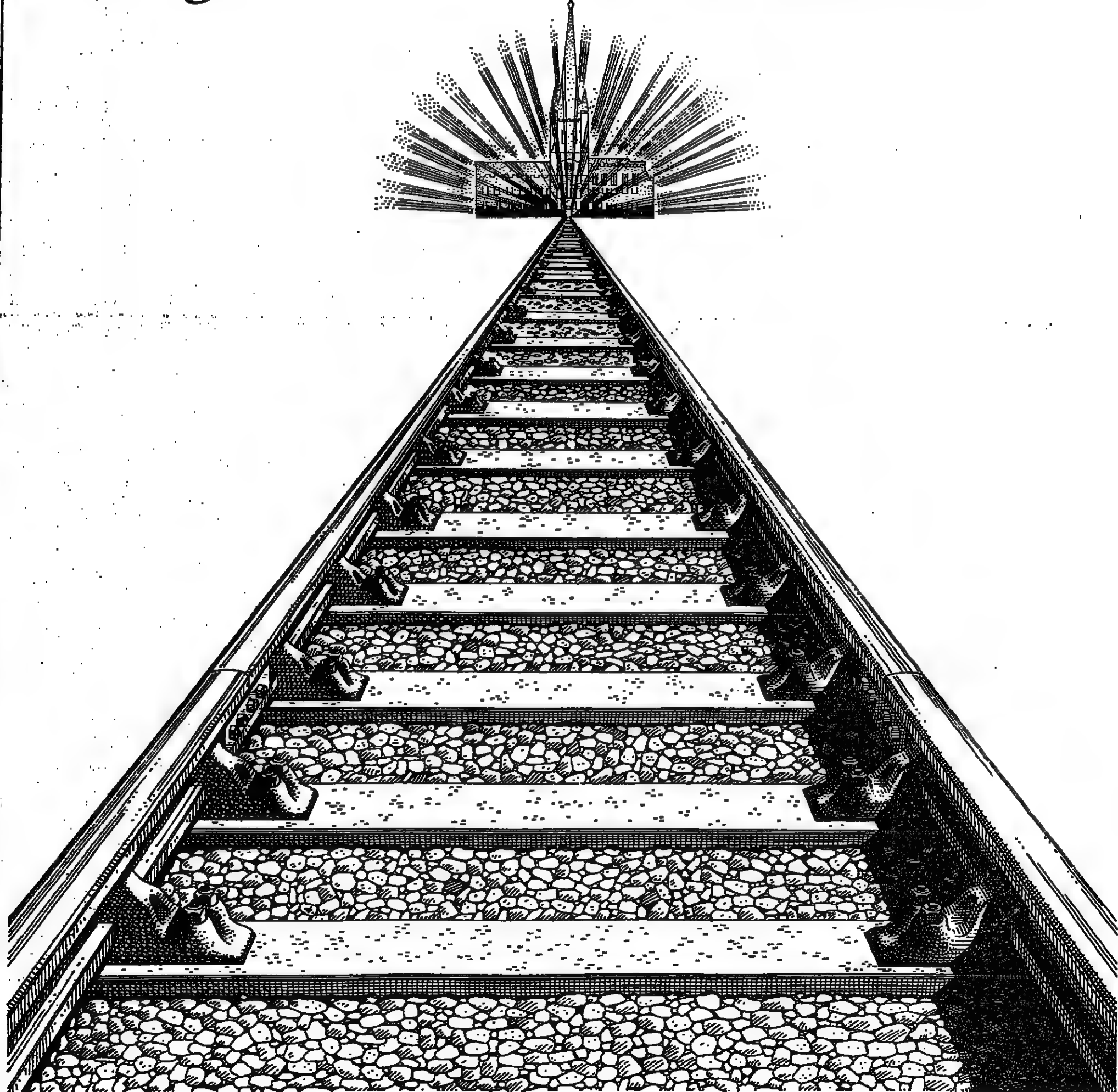
The group has already taken steps to ensure that new system which it forecasts will only add a further £800 to the price of an average car when produced in volume, will be available in adequate quantities to satisfy the market. The company also recently signed a joint venture agreement with Moog Controls of America to manufacture the new suspension to Lotus's design and development for bolting on to the cars of the future.

Forecasting the precise impact of this rapid expansion in activity on Norwich is difficult. Since 1983, the number of employees has already risen from 365 (of which only 43 were qualified engineers) to over 900 of which over 400 are engineers. However, Mr Kimberley is forecasting that staff numbers at the Norwich site will reach close to 2,000 within the next five years, "providing we achieve our very difficult targets," he adds cautiously.



Michael J. Kimberley, managing director and chief executive of Group Lotus with the new Lotus XL

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Commercial property

New life across the river

THE MARKET for commercial property in Norwich has begun to pick up after a long period in the doldrums, boosted most recently by the announcement that Copthorne Hotels, part of the British Caledonian group, has decided to establish a presence in the city's expanding professional district.

Copthorne has agreed to take over the management of the Duke's Palace Hotel planned as part of the St George's Plain redevelopment scheme, being undertaken by Norwich Investment and Securities.

Norwich's professional firms have traditionally congregated between Bank Plain and Cathedral Close. The new hotel provides real encouragement for the developers' strategy, which is to bring about an extension of this district across the river by converting and refurbishing the Victorian and earlier industrial buildings once occupied by the Norwich Shoe company for a mix of residential and commercial uses.

The new hotel, which will have 160 bedrooms, is due to cost £7.5m-£8m. The scheme overall also envisages 25 residential properties, 13 shops, kiosks, a food court, wine bar and bistro and ultimately some 80,000 sq ft of office space. The first phase of offices has already been completed and has contributed towards a series of lettings which have not only raised morale in the office property market but also begun to lift rents.

International accountants, Cooper and Lybrand have taken up 20,000 sq ft and Allied Dunbar 6,700 sq ft in part of the redevelopment known as The Atrium.

Elsewhere, a further 20,000 sq ft of refurbished accommodation has been taken up by National Westminster Bank for a regional office and another 8,000 sq ft refurbished unit which has gone to chartered accountants, Ernst and Whinney.

and 4,700 for the Department of Employment.

Most have been in existing buildings or parts of buildings built in the upsurge of the 1970s which proved unable to find single occupiers. But according to Mr John Walker of agents Drivers Jonas, which publishes six monthly surveys of the office and industrial property market in East Anglia, there is not now much good space available. "I don't know that the confidence of investors is there yet to undertake speculative developments but there are indications of a continuing demand," he says.

The city's dominant office user is Norwich Union. It already occupies over half a million sq ft of the city centre accommodation, but its needs are growing. It is currently constructing a 150,000 sq ft new office unit, it has bought the Norwich Brewery site with offices which it will be utilising, and it is also finalising plans to redevelop the bus station site adjacent to its headquarters building as a mixed office retail development - all to cope with its present phase of expansion.

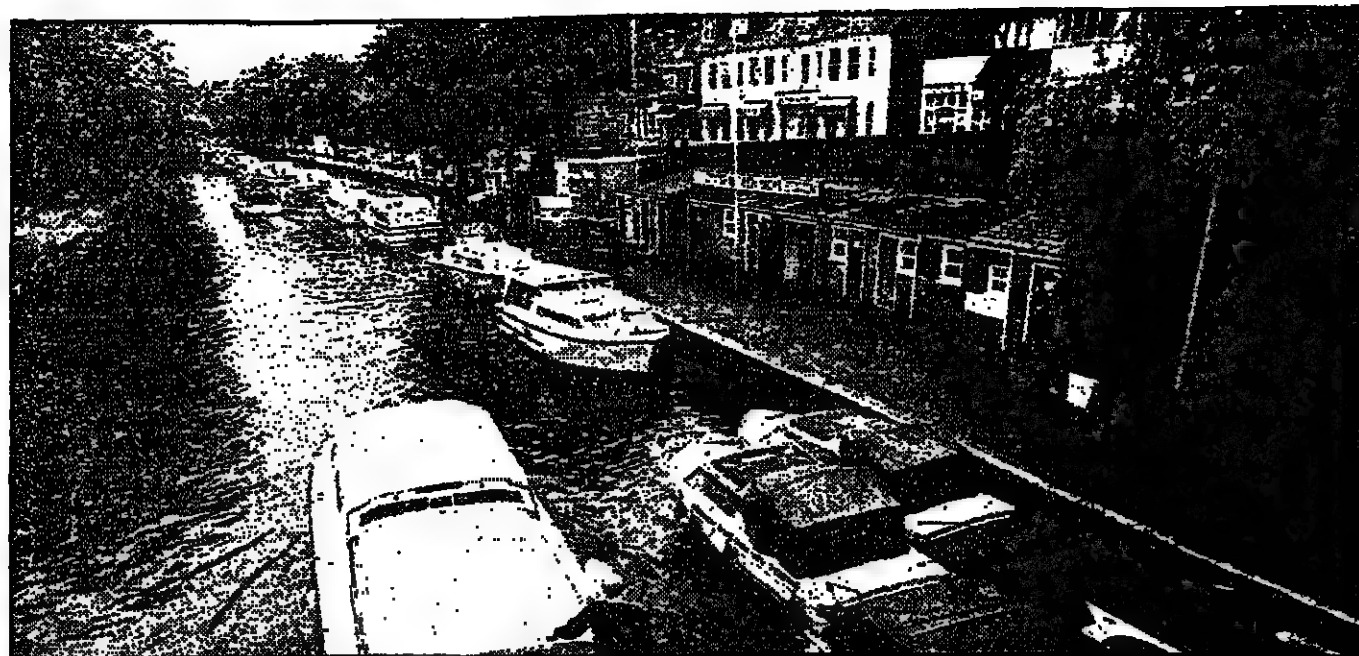
International insurance brokers, Sedgewicks, on the other hand, although they are currently expanding their presence in Norwich, are able to do so within their existing accommodation.

As recently as a year ago, new lettings of office space were being made for as little as £5 a sq ft. Now the going rate is reported to be edging into the range £8.50 to £7 a sq ft and it is even rumoured that £7.50 a sq ft has been paid for one accommodation unit which is to be occupied in a year's time.

Industrial rents remain low. Units up to 5,000 sq ft command no more than £2.50 a sq ft. Above that, the going rate is around £3 a sq ft but there are not many buildings or potential tenants above 15,000 sq ft.

Norwich City Council is the predominant industrial landowner in the city and it is only in the past few months that the large number of advance or speculative units built in the late 1970s and early 1980s, notably on the Bowthorpe Estate to the west of the city, have been taken up.

NORWICH 4



One of the city's principal attractions, the river Wensum

Tourism

Higher marketing priority

MOVES ARE afoot to launch a Tourism Development Action Programme in Norwich later this year, with the aim of greatly increasing the contribution which tourism makes to the local economy.

After preliminary discussions between the English Tourist Board, the East Anglian Tourist Board, the local authorities, the Chamber of Commerce, and other local representatives, an analysis of the strengths and weaknesses of the City's tourism industry has been set in train.

If everything goes according to plan, the action programme, which will have a strict time limit of three years, in order to focus the efforts of the public and private sector on achieving its objectives, will begin in November.

Norwich does not have pretensions to become a major holiday centre. Nor can it hope to emulate say Oxford or Cambridge as a city which attracts overseas visitors. But according to Mr Chris Dornier, the ETB's deputy head of area development, who is closely involved

with the proposals, it does have the potential to become another York or Bath, where tourism is an important source of income for the local economy.

By all accounts, Norwich does well in the number of day visitors it attracts to the city's rich cultural heritage. The cathedral attracts over 600,000 visitors annually. The problem is that there are other elements of the modern tourism experience which are missing or underutilised.

The net result is that tourists visiting Norwich—often as a day out from the East Coast resorts or cruising on the Norfolk Broads—contribute, according to the most recent calculation (1984) only about £22m annually to the local coffers—a low figure for a city of its size and range of attractions. The comparable figures for York and Bath are reckoned to be £47m and £29m respectively.

Initial funding for the action programme is expected to be in the region of £425,000, drawn from both the public and private sectors. It will have its own

director, appointed initially for a period of three years who will oversee the programme and report to the board of a Norwich tourism development agency made up of representatives of all the interested parties.

However, this money is seen as a pump priming resource. It will be used, in particular, to identify investment schemes and projects capable of attracting far more substantial sums of capital from the private sector.

Action programme designation will in practice also give specific investment schemes and packages priority access to the grant fund of £12m available through the English Tourist Board, under section 4 of the 1969 Tourism Act. Encouragement of an increase in hotel accommodation at both the top and economy ends of the market seems likely to emerge as one priority.

Another key element in the programme is likely to be the setting up of a permanent Norwich marketing bureau, to strengthen the marketing of the city as a tourism and conference

venue. The present marketing effort is described as lightweight. The most exciting focus, however, is emerging as a 30-acre complex of underutilised riverside land close to Norwich station, described as a resource of national significance.

A special working party consisting of representatives of the land owners, among them Boulton and Paul, British Rail, Norwich City Football Club, as well as the local authorities and English Tourist Board, has already been established to examine the scope for the radical redevelopment of the site in ways which will add a new dimension to the city from the point of view of both residents and tourists.

These are early days, but the kind of ideas being discussed include a major new pole of attraction for visitors akin to say York's Viking Interpretive Centre, a major leisure/conference centre along with perhaps a mix of executive housing, office, specialty retailing, and marina-type uses.

Retail property

Boost for regional shopping centre

NORWICH'S £50m Castle Mall commercial redevelopment scheme is set to add a new dimension to Norwich as a regional shopping centre. One of those property redevelopments which has been talked about for so long that it seems it might never happen, Castle Mall promises to provide the city with an additional 220,000 sq ft (net) of retail space, an increase in central area provision of nearly 15 per cent.

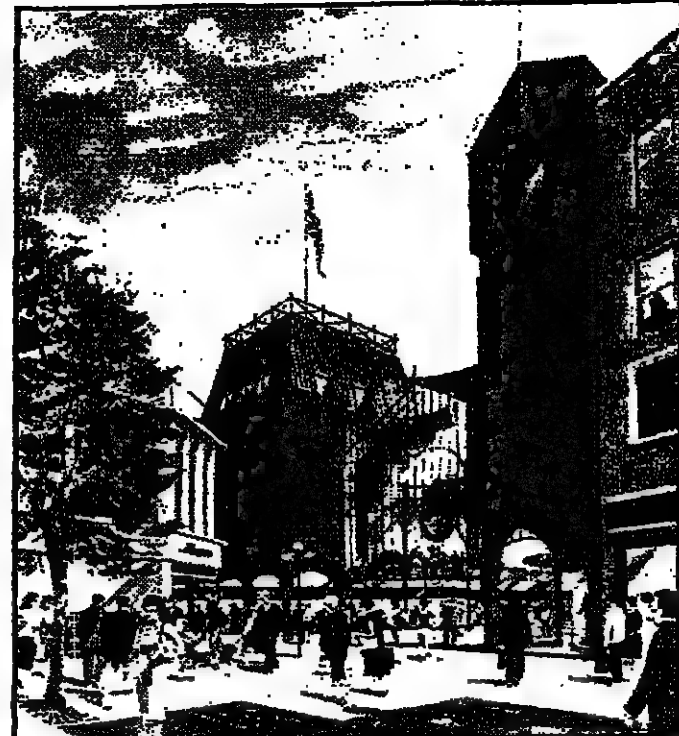
Providing there are no last minute hitches, the scheme which covers nearly 4 acres of the city's central area, once Norwich's cattle market, will get underway this autumn and be completed by the end of 1990.

Also included in the development is parking for over 1,000 cars, plus an area of parkland complete with conservatory as a roof for the whole development which will give Norwich castle the added bonus of a far more attractive setting.

Notwithstanding the scale of the development and the growing pressure for out-of-town shopping projects, the developers, Estates and General Investment and Friends' Provident Life Office, are confident that they will have no difficulty in finding tenants for so much new space.

The argument is that the ratio between Norwich's regional catchment population of 500,000 and the city's retail floor space provision works out at only 2.13 sq ft per person, which is less than half the average for comparable provincial centres of 4.56 sq ft per person.

Without the additional retail space provided by Castle Mall, fears were being expressed that



The White Lion Street entrance to the proposed £50m Castle Mall redevelopment

Norwich might lose out badly as a regional capital to rival shopping centres, notably Peterborough—once long-promised improvements in road communications come to fruition. A key feature of the Castle Mall scheme is the link it will provide, via a pedestrian arcade, between the current shopping area focused on Gentleman's Walk and Norwich

market at one end (which since last November has been closed to traffic) and Bonds Department Store, a branch of the John Lewis Partnership at the other. The new development will also not be devoted entirely to the large multiples. The initial design envisages a speciality shops, fashion and food courts forming an integral part of the scheme.

This pedestrian link will also improve integration of the city centre shopping by underpassing Castle Meadow, one of Norwich's busiest thoroughfares.

Parking should not be a worry. Despite local perceptions to the contrary, according to a Municipal Journal survey, Norwich with over 6,000 city centre parking spaces has the fifth best parking provision out of 30 provincial cities which it examined. And the city council says that 2,700 further spaces are in the pipeline.

The go-ahead for Castle Mall is the dominant but not the only significant development in Norwich's retail property market. The John Lewis Partnership, for example, is adding a 67,000 sq ft extension to Bonds which will make it the largest store in the city.

The Council's policy of opposing large out-of-town shopping schemes, although not 100 per cent successful because of the less stringent attitude adopted by neighbouring authorities, has nevertheless succeeded in persuading Sainsbury to develop adjacent to the central shopping area on the site of a former coal depot—a 60,000 sq ft superstore with 450 surface parking spaces in Queens Road. This will be completed next year.

The City Council has also given Norwich Union consent to redevelop the site of the present bus station (which is to be relocated) with a mixed office-retail which will enable the adjacent 1980s St Stephen's shopping development to be expanded. Marks and Spencer is also set for a major expansion of its Norwich presence after purchasing the space immediately next door which is being vacated by F. W. Woolworth.

Financial and legal services

Attracting inward investment

MR DAVID CARGILL, deputy chairman of East Anglian Securities Trust (East), is adamant about the significance of regional merchant banks. "If a region wishes to prosper it must have its own financial institutions."

The Norwich economy used to be sustained by agriculture and old money, but conditions have changed. Now we have got to attract inward investment. This is happening but other parts of the country are continuing to do it rather better," he says.

East is licensed as a deposit-taking institution and has equipped itself to provide a full range of banking, corporate finance and advisory services to clients in East Anglia and East Midlands.

Restructured two years ago, with shareholdings taken by the Framlington Group, the management team and Mr Cargill, the bank last year made a profit of £180,000 and this year, according to Mr Richard Valentine, the Commercial Director, it is heading for double that figure on a deposit of £7.5m.

He counts among the advantages of a regional merchant bank the growing use of an approach which can adapt in tackling the financial needs of the local business community compared with the average clearing bank manager, contacts which can help a business,

and the fact that unlike clearing banks, East's management does not change because a bank manager is promoted out of the district—the same person will always be on the end of the phone.

East is in a position to lend up to £300,000 off its own balance sheet. Besides offering a full range of banking services it is also involved in syndicated credits and the monitoring of investments in the region by the City institutions for a management fee.

"If we need specialist advice, we know where to go whether it is locally or in the City of London," Mr Valentine adds.

The increasing sophistication of local investment services also extends to the legal profession. At the beginning of last month, the long established Norwich solicitors firm of Mills and Reeves merged with the Cambridge firm of Francis and Co to create one of the largest solicitors practices outside London. It reflects a trend being followed in many cities as the commercial and financial work of provincial legal practices increases in scope and sophistication.

The merger creates a practice with 35 partners and over 250 staff with offices in Halesworth, Suffolk and Jersey, as well as Norwich and Cambridge, designed to provide clients with the widest range of legal services within East Anglia.

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Whole Fruit, Berry Water	Charbonnier Table Wines
Original, Special R.	Hungarian Wines
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The Nelson Hotel with its riverside setting

Printing

Open-minded approach to future

NORWICH HAS been a centre of printing and publishing ever since the middle of the 18th century when the strict system of government licensing and privileged monopoly began to be relaxed. It was then that one John Jarrold set up a business which grew into Jarrold and Sons, today Norwich's largest private printing and publishing company, which is still run by his direct descendants.

Overall, the industry employs some 18 per cent of the manufacturing workforce in the city. Jarrold is best known nationally for its postcards, calendars and picture guidebooks. But it is a mainstream printer of colour magazines and brochures responsible among a wide range of publications, for Vogue and Good Housekeeping and the Littlewoods mail order catalogue.

Other prestigious contracts include the annual brochure order for the second largest tour operator in the Netherlands, one of Europe's leading colour printing centres. It also prints books for Reader's Digest and the Guinness Book of Records.

Around half of Jarrold's current annual sales of some £50m are accounted for by print. The company also boasts a retail arm with department and office equipment stores in Norwich, Yarmouth, Lowestoft and Cambridge.

Mr Peter Jarrold, the chairman, acknowledges that the printing and publishing industry is currently in a state of unprecedented flux as the microelectronics revolution makes typesetting no longer the printers' prerogative and the scope for desk-top publishing becomes increasingly sophisticated.

"It is going to mean a big change in relationships with our customers. But there is not going to be one simple answer. People who do their own typesetting are still going to need advice."

"We have simply got to be open minded and organise the bringing together of pictures and type in ways that the market requires."

Despite the company's relatively modest size compared with many of today's large printing and publishing houses, Mr Jarrold is confident that it can continue to prosper. "Successful printing demands a

lot of service which we can offer because we are compact, have modern plant and offer the whole range of printing services," he said.

In the meantime the company has invested £2m every year for the past three years and this year will be investing a further £4m on new presses and binding equipment which is partly replacement but which will also increase capacity by some 20 per cent. "If you don't have the most modern machinery, you soon fall behind," he adds.

Norwich is also the headquarters of Her Majesty's Stationery Office, the Government's printing and publication service and supplier of stationery. It was relocated from London to Norwich in 1968 and employs some 1,100 people.

HMSO operates as four divisions which these days are managed very much as a business with an annual turnover of £300m, charged with providing a 5 per cent return on net assets.

The Supply Division looks after the stationery and office machinery requirements of the civil service, the Print Procurement Division places work with up to 1,200 printing contractors throughout the UK, the Publications Division deals with the publication needs of parliament and government departments, while the Production Division operates the HMSO printing presses, mainly to provide a specialist, parliamentary, security and classified printing service.

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Thursday July 9 1987

Terrorism
in Punjab

THE KILLING of more than 70 Hindu bus passengers in India's troubled northern state of Punjab this week shows that India has joined the growing list of countries which have a face long-term terrorism as part of regional crises, with no prospect of easy or quick solutions.

The Punjab is by far the worst of the many ethnic, religious and territorial eruptions to hit India in its 40 years of independence. Its seriousness has not diminished with time, and it has introduced terrorism into a country well used to absorbing more transitory mass violence and protest.

The fault partly lies with Mr Rajiv Gandhi, Prime Minister, and Mrs Indira Gandhi, his mother and former Prime Minister, who was assassinated at the end of 1984 by Sikh security guards. Mrs Gandhi used the first summering of Sikh religious extremists at the end of the 1970s to try to destabilise the Sikhs' Akali Dal party and she could not cope with the result.

Mr Gandhi broke new ground with a peace accord in the summer of 1985. Subsequent state elections should have been an historic turning point. But, as has been seen more recently in several other areas, he lacked the political acumen, administrative skill and staying power to see through his important achievement.

Political rivalries and corruption among the Sikh leadership, the unhelpful initiative of the elected Akali Dal state government split, leaving Mr Gandhi backing a weak group. Security

operations were undermined by political interference. The extremist forces re-grouped and re-established their centres of power in the Amritsar Golden Temple and elsewhere. Mr Gandhi failed through inadequate political management to keep his accord on course.

Finally, two months ago, Mr Gandhi reintroduced presidential rule, suspending the state government in a move which was seen as being more connected with pending elections in the neighbouring state of Haryana than the Punjab situation itself. But the violence has escalated.

Action is needed in three areas. First, as is happening, the police and other security operations need to be stepped up to try to capture the worst terrorists. Second, which is not happening, there is a need for a political initiative to try to win over the population with economic, religious and other concessions, such as sharing river waters.

Most important of all, there is an urgent need for widespread economic development to bring thousands of disgruntled youths back into mainstream Punjab life. Frustrated by a lack of expansion in the political arena, the young have followed the lead of charismatic religious and other extremists. Only when they see a more promising future with the spirit of the 1985 agreement be revived, together with the prospect of a permanent peace. That could take a long time.

The NUM's need
for leadership

THE National Union of Mineworkers seems trapped in the unenviable position of choosing between two ways to co-operate with further job losses in the British coal industry. The union's dilemma is intensified in spite of the vote at its annual conference this week against six-day working.

If the union does not agree to introduce flexible, six-day production, the industry will not cut its unit costs enough to allow it to compete with imported coal from China and Colombia, which a privatised electricity supply industry will want to buy. So without flexible working the industry will lose jobs and the union membership, through loss of market share.

If the union does agree to introduce new working practices, the industry seems likely to shed jobs through higher productivity. Unit costs will not fall enough to allow British coal to out prices to win new markets and thereby boost output.

The task for the union's leadership is to engineer a more favourable choice for its members. It is a task the leadership seems unwilling to accept. Mr Arthur Scargill, the union's president, is set on a course towards total opposition. This threatens not only job losses but the loss of the union itself, as British Coal turns to other unions or non-union contractors willing to introduce the changes it needs.

Arts funding and
market forces

THE BRITISH arts world has started to accept Mr Richard Luce, Minister for the Arts, as a rather anonymous, and probably temporary, fact of life; a pale shadow of predecessors such as Mr Norman St-John Stevas and Lord Gower. Yesterday Mr Luce showed his claws. With the Prime Minister's re-appointment in his pocket, and five years of apparent stability ahead, he lectured the arts establishment on the realities of the new political and social climate. He chose as his audience, at Newcastle, the Council of Regional Arts Associations, men and women who owe the livelihoods to the growth in art subsidy in recent decades.

They now know the party is over. The Government will just about maintain its spending on the arts, increasing the budget by 2 per cent annually over the next three years, but for real financial growth arts organisations must look to greater efficiency, higher box office receipts, and both private and commercial sponsors.

The Minister even put substance on his threats—in future funding would be geared to incentives: the more money arts groups succeeded in raising by their own initiatives, the more they could expect from the Government.

The policy has not yet been thought through—it could destroy the autonomy of the Arts Council and the arm's length

principle over funding which has traditionally governed the approach of the Conservative Party to the arts—but the implications are plain. The arts must respond to market forces. It is the old argument: why should the majority who have opera subsidise the relatively wealthy who can afford to buy tickets for Covent Garden? Yet every civilised nation accepts that the arts and in particular opera, are very expensive to put on, and need government support. Most European nations spend much more on the arts than the UK and are happy to do so. Exclusive reliance on the market place could lead quickly to a diet of the safe and the familiar, with few backers for the new and the challenging.

The Arts Council, which will have to administer the fresh approach to the arts, is broadly in sympathy with the Minister's ideas (while campaigning for more cash) and it has already brought in "challenge funding" in its efforts to keep alive the arts in those regions which saw the loss of metropolitan councils.

Few would wish to feather-bed the arts, but some means must be developed to encourage the experimental. The South Bank Board in London seems to be adopting the right approach by offering subsidy to orchestras which play unusual works, of minority appeal, while withholding it from more popular concertos.

Robin Pauley finds Fiji in a state of political and
economic paralysis after the army coup

Paradise postponed

F IJI is still paradise. But it is paradise spoiled. And if the current political and economic paralysis persists for much longer it will be paradise lost.

The shimmering white sands, indigo lagoons, the reefs and whispering palms are as they were. Castaway Island, Treasure Island, Bounty Island and Turtle Island remain among the world's most secluded hideaways. You can still stay in one of just 14 bures (traditional thatched Fijian cottages) on the beach at Tobaru Island and walk the circumference of its lush four acres, through hibiscus and frangipani, in about 20 minutes.

Not surprisingly, tourism has become a key source of foreign exchange in such a setting, multiplied through an archipelago of 300 islands, two-thirds of which are uninhabited. But at 10 am on Thursday May 14 the escapist dreamland was shattered.

A Lieutenant-colonel, Sitiveni Rabuka, led 10 armed and masked soldiers into parliament to seize power, arresting the newly elected Cabinet of Dr Tioani Bavadra.

Soldiers, guns, tension and instability are not what visitors look for in the South Pacific islands. Tourists have deserted Fiji in their thousands, bringing half the economy to a near standstill as they chase their dreams elsewhere. Tahiti, Hawaii, the Barrier Reef and Whitsunday Islands. There is no shortage of alternatives.

Simultaneously, the economy's other mainstay, sugar, has been hit by the Indian community which owns 90 per cent of the farms and has refused to harvest in protest at the coup.

The coup came at a time of rising prosperity: foreign reserves had reached record levels, foreign investment was rising and diversifying, tourist numbers were climbing and even the annual cyclone failed to arrive. "Instead these lullabies gave us the worst cyclone we've ever had," says an Indian business in the capital, Suva. His small chain of shoe shops is operating, like most small businesses, at about 20 per cent of normal level.

The trigger for the coup was the election of Dr Bavadra's coalition on April 12. Bavadra, a Melanesian physician, leads the Labor Party, attracting Indian and poorer Melanesian support. His alliance with the "moderate" Party, dominated by the Indians, who now slightly outnumber Melanesians in the population of 700,000, uneaten the Alliance government of Ratu (Chief) Sir Kamisese Mara which had ruled since independence from Britain in 1970.

The defeat has had two key effects. It has shown the traditional Melanesian chiefs in the light of feudal chieftains more concerned with power than with western-style democracy. It has also exposed a long simmering racial divide which had remained largely contained in Fiji so long as the Melanesians—not the Indians, already suc-



Ratu power: Fiji's feudal chieftains—more concerned with power than democracy

cessful in business and commerce—retained political and legislative power.

The role of two personalities remains crucial as the crisis deepens: Ratu Mara and Ratu Sir Penaia Ganilau, the Governor General.

Ratu Mara's international credibility has been seriously undermined since his election defeat. He immediately joined the coup leaders' provisional council of ministers and, when that was disbanded by Ratu Ganilau, he made no effort at reconciliation. He has failed to respond to at least three requests from Dr Bavadra for face-to-face talks to try to solve the impasse. He has recently been heard muttering privately about a republic and is openly supporting moves to abandon the democratic constitution.

Ratu Ganilau is in a tricky corner. As Governor General and chief of Rabuka's tribe, he was able with an important move from the Chief Justice to get the military to withdraw and allow him to rule by executive power under a state of emergency.

However it is clear that he is operating only with the consent of Rabuka. This means proposals for a republic, which are inevitably loaded against the Indians and so not acceptable to them or Dr Bavadra.

Ratu Ganilau is establishing a committee to reform the constitution to "protect" Fijian interests. Dr Bavadra has rejected the offer of four of the 16 seats on that committee—not surprisingly as this guarantees a 75 per cent majority against him.

Current speculation is that the committee will recommend reserving 40 of the 52 seats in parliament for Melanesians.

Dr Bavadra and the Indians will have none of this or anything else that smacks of racial gerrymandering. "Why should we. We might as well have no

seats. Once they have that sort of inbuilt power they'll legislate for Melanesians to have a right to a share of every business, to be on every board, and to tax us crippling because they want what we have created," says an Indian whose immigration application, together with hundreds of others, is already lodged at the New Zealand High Commission.

All these developments have called in question the independence of the Governor General who has had to sacrifice his impartiality to prevent the military from losing patience and installing a junta. However, there is no evidence that Rabuka had thought his coup through beyond the first week and, realised the speed with which the economy would falter, or knew how he was going to run the country against Indian resistance.

The result of this is that in eight weeks an idyllic state has become an idle one. Unemployment has soared as the sugar industry has been shut down until the end of this month. This was partly caused by sabotage at the crushing mills but mainly by lack of cane because of the Indian farmers' boycott.

The sugar, already damaged by drought, is deteriorating in the fields. If the harvest does start in August, two months late, it will be difficult to salvage much of the crop. About \$140m (£86.4m) or half Fiji's foreign exchange revenues are at risk.

Tourism has collapsed. Leading hotels have had below 10 per cent occupancy on some days and others are closed, with many hundreds of workers laid off. Cheap holiday offers started this month but so far there are very few takers.

Before the coup Fiji had a balance of payments surplus, low inflation and rising foreign investment. Foreign exchange reserves have fallen by a third

to \$150m since the coup, property values have dropped between 30 and 50 per cent, foreign investment has dried up and small businesses have started to fold.

The Reserve Bank imposed exchange controls to try to stop capital flight and this week the Fiji dollar was devalued by 17.75 per cent which will shore up the reserves temporarily. With sugar and tourism revenues choked off and Rabuka keeping reservists at Nabua army camp on daily pay and good food at an estimated cost of \$70,000 a day, the country's economy is spiralling downwards more quickly than most Fijians seem to realise.

However, hardship is beginning and it is hitting the Melanesians first. They have lower incomes, lower savings, poorer personal cash management and a weaker network of family support than the Indians. The Indians know they will not be destitute first.

The Melanesians know this too, which is why tempers have still to snap and racial violence flares sporadically. It is now inconceivable, with Melanesian eyes set on guaranteed power, that a return to May 12 is possible. But nothing less than a serious move towards compromise, led by a Melanesian with the standing of Ratu Mara, seems likely to neutralise the army and avert economic and possibly social collapse.

"The Rabus will not compromise. Our ancestors came here to farm sugar which the natives could not and cannot do. We have worked hard to put this country where it is. We have been here 140 years, longer than any people's history in Australia, New Zealand and the US," says a wealthy Indian jeweller. "Yet we are still not called Fijians after all this time. We are still Indians to them and they will not accept us."

THURSDAY
BOOK
REVIEW

Perdition

By Jim Allen
Harcourt Press: £4.95

The Falklands Play

By Ian Curteis
Hutchinson: £3.95

Tumbledown

By Charles Wood
Penguin: £2.95

THESE THREE plays all deal with recent political events—recent enough anyway for people to feel passionately about them. All three authors were given good reason to expect that their works would by now have been publicly performed. All three have been disappointed, although Tumbledown—which seems to have been postponed in the fallout of the row over The Falklands Play rather than on its own merits—was scheduled to be shown next year.

The Falklands Play, too, was at first only "postponed" by the BBC in order not to be "caught up in a pre-election frenzy." Later, when the public row had broken out, the BBC shifted its ground, first claiming the play had been cancelled for budgetary reasons, then that it was simply not good enough.

As for Perdition, no one ever seems to have had the temerity to suggest that adult television viewers might be allowed to see it and make up their own minds about it. All that was planned—and eventually cancelled at 48 hours' notice—was a five-week run in the Royal Theatre Upstairs at the Royal Court.

Taken together, these events suggest on the one hand, which is encouraging, that drama still has the power to arouse intense political passions; and on the other, which is profoundly discouraging, that the deployment of that power is still subject to a great deal of social control and inhibition.

The case of The Falklands Play is particularly bizarre because what was apparently wrong with it was that it was too favourable to the Government in power. At least, according to the author, the changes which the BBC "made" of Plays asked him to make—what he was unwilling to make because he felt they would falsify the historical record—would all have showed the Government in a less-favourable light.

The BBC has already been bitterly attacked by Conservatives for its conduct during the Falklands war and was under pressure last July over the Real Lives documentary on extremism in Northern Ireland, and was soon to run into further trouble with The Monocled Mutineer, a drama series loosely based on events in the

First World War. Why on earth it went out of its way to provoke a further explosion remains unexplained.

Whatever anxieties the BBC may have felt about appearing to endorse the Government's view of the Falklands conflict could surely have been simply answered by pointing out that at the same time they were commissioning Tumbledown. The latter does not go into the origins of the conflict or the precise rights and wrongs of the Government's action. But it does put the emphasis very firmly—and in a way that many viewers will find hard to watch, since it includes frequent close-ups of the protagonists' nasty head wounds—on the human suffering that every war involves.

Perdition, I should guess, would prove much less effective as a play, since the characters seem to exist only as vehicles for historical argument. That argument concerns the failure of Zionist leaders in Hungary in 1944 to warn fellow-Jews of their imminent extermination—at a time when Germany was already losing the war and many lives might have been saved by resistance or flight.

They did not do so because they believed the position was hopeless, and preferred to bargain with Eichmann for the safety of a few hundred "prominent" Jews selected by themselves. The question is whether by so doing they made themselves collaborators. It is a question endlessly debated in Israel since the time of the famous Keirner trial in the 1950s, the subject of a successful play produced in Israel last year.

It gains nothing dramatically by being transposed to an imaginary court case in London in 1967, particularly when the main character is allowed to throw in the towel lamely and wallow in his own guilt at the end of the play.

Also, the author seeks to establish a connection between the tragic errors of one set of Zionist leaders when the holocaust was actually in progress, and those of another set at an earlier stage who sought to present themselves as potential allies of Nazism, on the basis that both movements regarded Jews as a distinct nationality that belonged in Palestine, not in Europe. The connection seems tenuous, and amounts to an unjustified slur on Zionism's overall record.

But it is very sad that the Royal Court, of all theatres, should have cancelled production on the grounds that it would "cause distress to certain sections of the community." Many aspects of recent history are "distressing." One does not have to believe them, as more or less tendentiously reconstructed by a playwright, unless one wants to. But those who do want to should be given the chance, if only so that they can evaluate for themselves the arguments of those who disagree. At least the publishers of all three of these plays are to be thanked for letting us read what we have so far been denied the chance to watch.

Edward Mortimer

Too close
for comfort

When Jim Fitzpatrick took on the chairmanship of the Mersey Docks Harbour Company after his successful tenure in the chief executive's chair, his friend Sir Leslie Young gave him 10 out of 10 for public service—but zero for career development.

Did Sir Leslie, the former chief executive of J. Bibby and Sons who now chairs British Waterways, know something when "Mr Fitz" as he is known to the Liverpool dockers, who came to like and respect him—did not.

Fitzpatrick is taking early retirement on July 31 because, at the end of the day, the management could not get on. He knew too much about the detailed workings of the business for a comfortable arm's length relationship to develop.

Many will see his departure as a pity, if only because his appointment as chairman smashed an old tradition of giving the job to shipowners, their sons, retired civil servants, or industrialists with establishment pedigrees.

Fitzpatrick has always been what Merseyside's monied gentry would refer to as a "hired hand."

He will continue to chair the Liverpool Area Health Authority where, under his management, his abilities and advice are much appreciated by Edwina Currie, the junior health minister.

Dock brief

Charles Smith spent 17 years as a director of Milford Docks Company, the Welsh harbour group at which 17 days has sometimes seemed a more typical board tenure. In every other way, however, Smith's time at Milford fits in perfectly with the company's turbulent history of boardroom battles and snipers with an eye on its assets and stock market listing. Smith organised a share-

Men and Matters

holders' committee in 1982 which ousted one management team and installed another, which soon went the same way. When the dust cleared in 1986, Smith was on the board, stepping up to chairman in 1987. In 1974, Milford paid its first dividend in 22 years, a pleasure which shareholders now have not enjoyed since 1982.

Now aged 76, Smith yesterday interrupted a holiday in the south of France to complain about the terms of the current rescue offer from Seacorn, a private cargo handler and shipping group based in London's Isle of Dogs. He and several other former directors, representing 27 per cent of the shares, were hoping for an alternative bid. "We're still waiting for the dog to see the rabbit," he said.

Milford has been in trouble for so long that Isambard Kingdom Brunel is often credited with being its first would-be rescuer. Unfortunately for the tale, he had been dead for 15 years when the company was founded in 1874. But one participant in the latest episode observed: "That wouldn't have made any difference at Milford."

Something of a coup has been pulled off by fast-emerging advertising agency McCormick-Publicis in netting one of London's most formidable female marketing talents, Nat West's head of advertising, Danielle Barr, as its new managing director.

In an industry not noted for the numbers of women managers, despite its philanthropic ways, Barr becomes the second woman md among the UK's top 20 ad agencies. The other one is Jennifer Laing at Saatchi and Saatchi—though Barr will not thank me for noting those facts.

Barr, who will take up her new post next month, made a substantial imprint on Nat West's advertising during her four years at the bank. From its "press for action" campaign, the Piggy family commercials and the acclaimed punk cinema commercial, she will now turn an eye on the advertising of such products as Renault 5,

Huckfield, the left-wing Labour Euro-MP.

What would happen, Huckfield asked those gathered at a rally organised by the hard-left Campaign group, if the franchise widening. Who would then be deciding who should become or remain a parliamentary candidate?

The task would not fall to members of local Labour general management committees, he warned.

No... control would be held by people who spent their time watching East Enders and weeding their gardens rather than attending party meetings.

Barr's move

Something of a coup has been pulled off by fast-emerging advertising agency McCormick-Publicis in netting one of London's most formidable female marketing talents, Nat West's head of advertising, Danielle Barr, as its new managing director.

In an industry not noted for the numbers of women managers, despite its philanthropic ways, Barr becomes the second woman md among the UK's top 20 ad agencies. The other one is Jennifer Laing at Saatchi and Saatchi—though Barr will not thank me for noting those facts.

Barr, who will take up her new post next month, made a substantial imprint on Nat West's advertising during her four years at the bank. From its "press for action" campaign, the Piggy family commercials and the acclaimed punk cinema commercial, she will now turn an eye on the advertising of such products as Renault 5,

Boots cosmetics and Budweiser beer.

Ever keen not to be type-cast, Barr has so far avoided obvious career moves. From EMI, she joined the advertising agency Geary Gross before moving to NatWest where she was in charge of a budget of some £15m a year.

Barr's distinctive, Gallic-sounding accent seems to fit well with the image of McCormick-Publicis, the UK end of a European network based in Paris. But, in fact, she is Israeli and speaks not a word of French.

To Boot

New newspaper technology has finally caught up with William Boot, the celebrated foreign correspondent of The Beast who introduced cleft sticks to serious journalism.

Boot, or rather William Decker, the model for the character in Evelyn Waugh's satirical novel on Fleet Street, goes on a training course later this month to learn how to use his Atari computer terminal.

Decker, former editor of the Daily Telegraph, is confident he can cope with the latest technology.

But what would William Boot have made of it all? "I think he would have got his German girl friend with her nimble fingers to do it," says the Telegraph's columnist.

In a word

Philip Collings, the director in charge of Whitbread's telecommunications operations, confessed at a Financial Times conference yesterday that many of the technological buzz words, to which the industry is addicted, go straight over his head. For many years, he said, he thought that a megahertz was a "large Cadillac you get on rental." I know how he feels.

Observer

Baker Harris Saunders
acquires Alan G. Hood

Baker Harris Saunders Group plc have acquired the practice of Alan G. Hood Consultant Surveyors.

Alan Hood, BSc, DipTR, FRICS, FRTPI, has joined the Baker Harris Saunders Group board.

The practice will be incorporated as Alan G. Hood Limited, and will continue to operate, for the time being, from 17 Three Kings Yard, Davies Street, London W1. Tel: 01-491 4964 pending opening a new West End office.

BAKER
HARRIS
SAUNDERS
01-726 2711

THE LATEST UK economic worry is whether the boom is too strong or out of control. This may seem a neurotic worry to those who think economic growth is a good thing of which you cannot have too much.

But almost every process, including economic growth, can be too fast as well as too slow.

The rapid growth rate in Britain coincides with a period in which world economic growth has been sluggish. As a result, Britain has the fastest growth rate among the Group of Seven, more than twice West Germany's, and nearly twice Japan's.

The contrast may be impressive on a political platform, but it raises even more questions about the durability of the present boom. How long can Britain remain an island of rapid growth without an improvement in its main trading partners?

The average of all the measures for the rate of increase of real GDP between the first quarter of 1986 and 1987 now comes to 3.3 per cent. Based on past revisions, there is a two in three chance that the final estimate will be in the range of 3 to 5 per cent—which gives 4 per cent as the best guess.

But so long as inflation does not begin to accelerate, does it matter whether the current real growth rate is given the number 3 or 4 by statisticians?

The true disagreement is on whether the current boom threatens an inflationary take off or not. To take two reports, almost at random, Phillips and Drew state: "British manufacturing industry is now utilising its plant and machinery more intensively than in the boom of 1972-73. Industry will be unable to keep up with the rise in demand expected later this year. The gap will be filled by imports."

Chase Manhattan, on the other hand, headlines its Economic Review "Inflation fears exaggerated. No capacity constraints as investment grows. Monetary growth no cause for concern."

There are two opposite dangers for policy-makers. The first is that they may be wrongly urged to restrain the economy because it is growing faster than some preconceived and outdated view of the optimal rate.

Restrictive measures now, or a further rise in sterling, could frustrate the efforts that industry is making to remove the physical capacity constraints examined by Philip Stephens on July 6.

One indicator of the incentive to invest in the behaviour of the valuation ratio: the ratio of the market value of corporate assets on the basis of stock exchange

Economic Viewpoint

The debate about the British boom

By Samuel Brittan

prices to their replacement cost shown in the chart.

For the first time for many years the valuation ratio rose above unity in 1986, and it has risen further this year. This suggests that companies at long last have some incentive to extend and not just replace capacity. However, investment has been mainly to improve efficiency or product quality and reduce costs.

There may thus now be self-correcting forces acting to correct capacity bottlenecks, and any government would think twice before stopping these forces in their tracks by restrictive action.

The second danger, however, is to overlook the well-known fact that it is possible to obtain an unsustainably rapid surge in the growth rate at the cost of more inflation—whether open or disguised as a payments deficit—at the expense of enforced slumping of the brakes later. This has happened often enough in the past.

The very latest indicators give more support to the overheating than the "steady as she goes" school. The Institute of Directors' Quarterly Survey shows that "labour supply problems" are now reported by 26 per cent of companies—have shot up as a business concern and now exceed demand constraints in importance.

The Halifax house prices index for the South East is 24 per cent above a year ago, and the average of the house price index for the South East is 24 per cent above a year ago, and the average of the house price index for the South East is 24 per cent above a year ago.

housing shortages in the South East are still the most likely economic "stop."

How does one balance out the arguments for leaving well alone and acting now to prevent inflationary overheating?

The problem is the breakdown of the established intellectual frameworks for answering the question. One such framework involved estimating the rate of unemployment compatible with a stable non-accelerating rate of inflation (the NAIRU). An estimate was also required of the effect on pay and prices of different rates of change of unemployment, as well as different levels.

But this approach is not really open to us with nearly 3 million registered unemployed. Common sense suggests that this number is high above the sustainable non-inflationary rate of unemployment. Estimates ten years ago would have put that rate at no more than 1 million.

On the other hand, for several years in the mid-1980s unemployment was stuck at 3 million, with little apparent effect on wage and price inflation—thus suggesting, but by no means proving, that the non-inflationary rate of unemployment had risen under the influence of various shocks.

A much more attractive idea is to have an objective for the growth of GDP in nominal terms. This has the great advantage of by-passing arguments on the physical state of the economy and leaving it to business and workers' representatives to determine the breakdown of GDP increases

between real growth and inflation, while still keeping a lid on the latter.

Yet it is not enough just to shoot "nominal GDP" as an incantation. We have to forecast what nominal GDP is likely to do over 1987-88. The attempt to do so leads us back to the familiar argument between those who think that the increase in credit and in certain measures of the money supply will spill over into excessive spending, and those who think that financial and other innovations have undermined the old relationships.

Moreover, even if we could forecast nominal GDP it is far from clear what the objective for it—and in particular the upper limit—should be.

The Treasury's projection of a 7½ per cent rise in 1987 will be exceeded. But is that harmful if it reflects productivity increases and the absorption of unemployed workers, and if the overshoot is due to the output rather than the inflation component?

Anything "good" but that is not a yardstick for current circumstances.

I find myself longing for some more automatic regime such as the gold standard which kept prices stable (with modest fluctuations) in both directions over years and decades) without any minister or economist having to say whether or not the economy was "overheated" or having to forecast the inflation rate in either real or nominal terms.

The normal danger signal was a run on the (very small) national gold reserve; and provided the central bank was prepared to raise interest rates to stop this happening, and lower them when the threat had passed, inflation could not take off.

Although the official orthodoxy was then that of balanced budgets, there was plenty of peace-time government borrowing—in the newer countries for development projects and in the older ones for capital projects which Parliament had given permission to finance in this way. The practical limit was where a risk premium appeared on a country's bonds or where confidence in the currency was threatened.

An exchange rate standard without a gold or commodity base depends on there being at least one anchor country having a counter-inflationary policy which is not based on the exchange rate.

Fortunately, West Germany is such an anchor country. So I come back to my most recent hobbyhorse.

So long as sterling is stable about its present level against the D Mark and is expected to remain so, there is no way by which the rate of British inflation for traded products can long exceed the German rate.

What the argument boils down to is that the sterling DM rate will provide the signal when it is time to tighten British financial policy.

If in the meanwhile we have the opposite problem and sterling looks like moving well above rather than below a DM range of say 2.85 to 3.02 (roughly the EMS range) then the Bank of England should be

vice misuse clients' money to enrich themselves.

Let all those who see this as a storm in a tea-cup remember that the financial services industry is now truly international. It is evident that as prosperity grows, so too will the demand for financial services. The British industry cannot clean up its act, there are plenty of overseas suppliers prepared to sweep up this growing business.

Consumer dissatisfaction has already led to the splendour of the British car, motor-cycle and many other manufacturing industries. The British financial services industry will suffer a similar fate if it cannot convince the customers of its probity.

John Williams,
11, Dartmouth St, SW1.

Mansion House site

From Jennifer Freeman
Sir, Colin Amery's article (June 22) on the virtues of the Palumbo/Stirling proposals for the Mansion House site (No. 1 Poultry) in the City of London deserves careful examination.

We now know that the City planning committee refused to approve Mr Palumbo's applications on June 23 and that the decision will have to be ratified by the Court of Common Council.

In addition to the loss of eight listed buildings on the site, the splendidly Gothic Mappin and Webb building much of the historic street pattern and a historic church site will be obliterated from the area. Bucklebury and part of Panzer Lane will disappear while Sile Lane becomes a service alley. There are fewer shops, pubs and eating places in the new scheme, and not all are at ground level—a prerequisite for successful City retailing. The entrances to Bank tube station will be improved but this could be achieved if the existing buildings were refurbished. An outline scheme designed by Terry Farrell has already demonstrated this.

Mr Amery is incorrect in suggesting that the reduced height of the Stirling building will not create "views of St Paul's Cathedral." In fact, as the City planning officer conceded, views of St Paul's will be compromised. Moreover, any reference to the delicate relationship between the turret of Mappin and Webb, the spire of St Mary-le-Bow and the dome of St Paul's is absent from Stirling's jutting tower.

Local opinion in the City, established by two surveys, is overwhelmingly in favour of a refurbishment scheme for the site.

Jennifer M. Freeman,
(Member, London Advisory Committee English Heritage),
8, Kensington Gate, W8.

No help to farmers

From Mr A. Rosen

Sir, Prime Minister Thatcher's stand against the more extreme of the European policies is to be applauded and should be supported by all intelligent people, especially farmers in Britain. The present system of supposed price support for farmers is not actually aiding the farming industry in its fight back to prosperity.

In spite of the vast European subsidies British farmers' incomes are now the lowest that they have been for 50 years.

Of the £800m that is the approximate cost of the European agricultural support, about £40m is being wasted on the purchasing, storing (often in refrigerated stores) and ultimately disposing of these absurd surpluses of milk, wine, beef and cereal grains. Farmers in Britain do accept that this over-production is both morally and financially indefensible.

I estimate that every acre farmed in Europe today costs the taxpayers about £24 in totally wasted investment none of this money aiding the farmers in any way. The European Community imposed inevitable milk quotas with almost total lack of intelligent planning, and now these quotas guarantee that there will be not less than 10 per cent over-production within Europe.

Should the Government want to maintain a viable dairy farming industry, as surely it must, would it not be sensible to pay farmers the same as they are now receiving to produce 10 per cent less milk? The saving to the taxpayers by not having to purchase and store rotting butter and skim milk powder would be considerable.

Similar argument can be made out for other commodities in surplus. Let us hope, for the sake of both taxpayers and farmers, that the Government insists on an immediate and thorough reform of the Common Agricultural Policy at the same time encouraging farmers to use the land that must be removed from food production for alternative enterprises by sensible financial incentives.

Anthony Rosen
(Chief Executive),
Fennell Farming,
Fozhill, Epsom, Surrey.

Flat percentage tax

From Dr C. Joiner

Sir, I read Lombard on July 3 with great interest. In it a question is asked "Why not have a national poll tax to pay for national services, with exemption for the old, unemployed, and sick?" Surely, the only reason is that some are richer than others, and so would pay proportionately less. But why not replace the existing personal income tax, with all its anomalies and inconsis-

Letters to the Editor

tencies, with a flat percentage tax—15, 20, or even 25 per cent—with no allowances or exceptions. Easy to understand, easy to administer, easy to adjust to suit the times. How's that for fiscal sanity?

(Dr C. L. Joiner,
123 Harley Street, W1.

Tourism in Norway

From the Director, UK and Ireland, Norwegian Tourist Board

Sir, Thank you for that interesting survey on Norway (July 7) which gave a realistic view of the challenges facing the Norwegian industry. It was however, disappointing that nowhere did the growth industry with 100 years-long traditions in the British market—tourism—receive attention.

According to the OECD Norway was in 1986 among the five countries with the biggest increase in tourist receipts (+12 per cent), whereas the trend overall within OECD was down by 1 per cent. As Norway's tourism industry grows in economic importance, increasing efforts are being made to improve and modernise the facilities offered. The choice of activities and the amenities available to tourists—both foreign and domestic—grows every year.

The Norwegian tourist industry employs between 50,000 and 60,000 people, equivalent to nearly 5 per cent of Norway's labour force. Most of those involved—about 50,000—work in the hotel and restaurant business, and the amount involved may not seem particularly large, but employment in this sector has been growing more rapidly than in other industries.

Annual turnover of the tourist industry in Norway is estimated at Nkr 28bn. Foreign currency income from this source reached around Nkr 7.8bn in 1986. Even so, spending abroad by Norwegian tourists exceeds the amount earned each year from the foreign tourists visiting Norway. The gap in tourism currency balance has grown over the past years.

Norway's tourist industry makes an important contribution to the economy of the country's less developed regions, helping maintain local business activity—hotels, restaurants and transport services—thus curbing the population drift to urban areas, benefiting other sectors such as retail trade, agriculture, fisheries and handicrafts. The tourism industry helps provide new

opportunities for recreation and leisure.

Ivar Haug,
30, Pall Mall, SW1.

Financial reporting

From the Director General, Office of Telecommunications

Sir, Most people who have thought about the issue would agree that the relationship between profit and capital employed is a key indicator of the success of business performance. The absolute amount of profit is almost useless as an indicator. Who, on being told of the existence of a good investment project yielding a profit of £1,000 per year would write a blank cheque to participate? Rate of return—the ratio of profit to capital employed—is all-important. I recognise that the measurement of capital employed under traditional accounting procedures is imperfect, but the same is true of absolute profit and one has to use the best measures available while working to improve them.

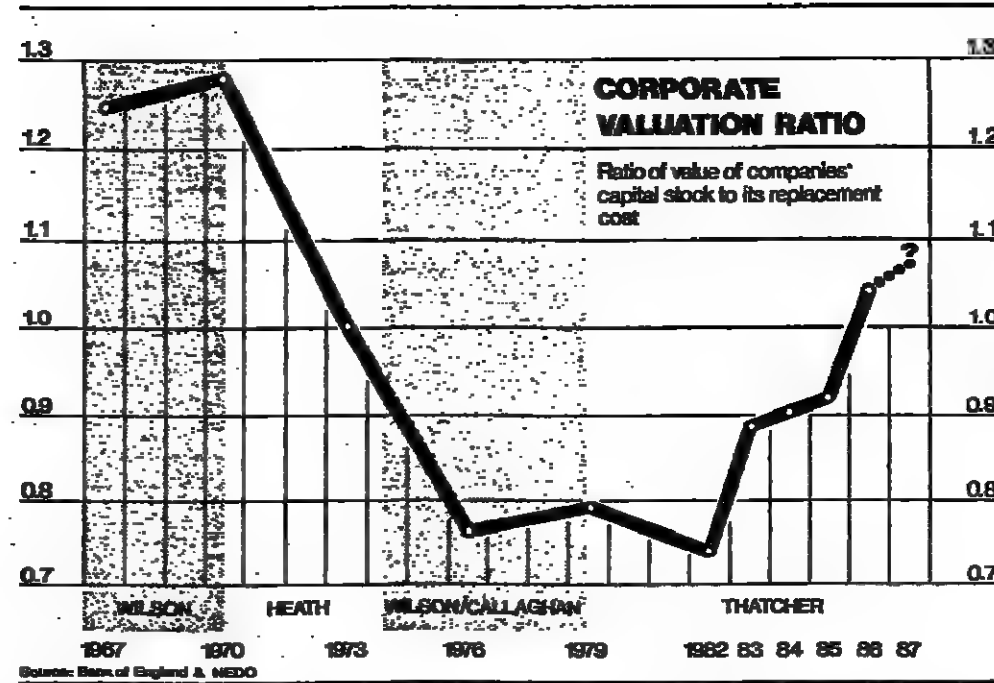
I am therefore surprised to find that even the most thoughtful newspapers, such as the Financial Times, give a very incomplete picture when reporting financial results. Your issue of June 19 contained three separate pieces referring to British Telecom's results for the year ended March 31. They reported various numbers. The absolute amount of profit was headlined. Reference was also made to turnover, to interest charges and even to the tax charge. Nowhere was any reference made to capital employed or to the rate of return, even though these numbers were given or could easily be calculated from numbers supplied by BT. Surely such reporting encourages oversimplified judgments about company performance.

Professor) Bryan Carsberg,
Atlantic House,
Holborn Viaduct, EC1.

Insider dealing

From the General Secretary, Public Society

Sir, May I applaud your editorial on the outcome of the trial of Geoffrey Collier (July 3). Concern at the result of the trial should be felt most strongly among the hundreds of thousands of people who work in the financial services industry. Their livelihood is at risk if consumers perceive the City to be a place where advisers and those selling ser-



Source: Board of England & MEDO

JOE ROGALY

Betrayed by the teachers

TWO APPARENTLY incompatible notions lie behind the bubbling new education policies of Britain and the United States. The governments of both countries seek to lay down what is taught in the classroom. That is state intervention, however you look at it. Yet both governments are proudly increasing the choice of schools, on the ground that parents will send their children to the best of them and let the rest go to the wall. That is consumerism, whichever way you look at it. So which is it to be—a system run by parents, or one run by that state? The question arose during a visit to London this week by Mr William Bennett, the US Secretary for Education.

Mr Bennett, an ebullient exponent of the conservative spirit of our times, had no trouble in replying. Yes, he would trust the consumer to choose a school with the best curriculum—but there is a long way to go before the consumer is truly in charge. Meanwhile he must persuade the governors of the 50 states to insist on a uniform core curriculum, with a set minimum amount of tuition in reading, writing, mathematics, and so on. At the same time he is encouraging America's local school districts to open their doors to whoever wants to attend, adding portable classrooms or extra space next door if need be. Experiments in this way are being carried out in many schools.

If the Chancellor's advisers are worried about overstrain the place to act now is on the fiscal, not the monetary, front. The Budget may not be due until next spring. Yet the crucial season for Government spending decisions has now arrived.

If ministers do not listen, or only half listen, to the arguments for extreme fiscal caution (outside the context of concerted international action against world recession) then the Bank can still be confident that adherence to an exchange rate objective will eventually force corrective action on the fiscal as well as the monetary front, whatever sterling is doing today.

Of course that is because the reasoning is the same. In fact the similarities between what is being said about schools on both sides of the Atlantic are so extensive that in this case at least Britain might as well be a 51st state. Both conservative governments are seeking fundamental change. Both have studied the competitors—Japan in particular, but also West Germany, France and

others—and found their own schools sadly behind. Both want a return to earlier ways. They demand the incantation of basic knowledge. They talk about passing down the cultural legacy of western civilisation. (Mr Bennett lists four top books: the Bible, the US constitutional documents, Huck-leberry Finn, and the works of Shakespeare.) They yearn, with less hope over here than over there, for schools that teach "the difference between right and wrong." The US Education Secretary believes that the best way of doing this is to put the children among teachers who personally value these values.

Why is all this educational reconstruction necessary? In Anglo-America? It is a question that goes so deeply to the roots of 20th century history that it is properly one for 21st century historians to answer. For the only response that can be given today is that in both countries the teachers, as a collectivity, went mad during the 1960s and early 1970s. They stopped teaching as those of us who went to school before that know it. They went in for painting egg-boxes and managing child-centred discussions. Time-tables were said to be bad for you and rote-learning was regarded as pure horror (older folk who have the lifetime gift of memorised poetry will know what I mean). The rules of grammar were regarded as quaint relics of a bygone past. In many schools teaching about a belief in God came to be regarded as an abnormality. Just why so many teachers in both countries betrayed the children in this way remains a mystery.

The administrations in London and Washington would go further, and point to the more recent wave of teaching anti-racism (should we teach its opposite then?), feminism, tolerance of all forms of sexual behaviour, and the like as additional evidence of the perversion of teachers. There is no need to be side-tracked into that tabloid alleyway. The egg-box phase is sufficient evidence that many teachers have been guilty of treason against the interests of children in both countries, with the worst sufferers being the poorest. What is happening now is society's natural reaction.

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Australian election battle unsettles markets

BY CHRIS SHERWELL IN SYDNEY

AUSTRALIA'S financial markets have become inextricably caught up in the bruising election battle between the outgoing Labor Party government and the opposition Liberal and National parties.

The country goes to the polls on Saturday, and events over the past few days have led Mr John Howard, the Liberal leader, to attack Mr Bob Hawke, the Prime Minister, and Mr Paul Keating, the Treasurer, for "playing politics" over the level of interest rates and the strength of the currency.

Yesterday the Reserve Bank announced that it had intervened to support the Australian dollar over the previous 24 hours when it dipped below the

psychologically important level of 70 US cents. Last week it hovered just under 72 US cents.

Explaining the bank's action, Mr Bob Johnston, the governor, said sharp changes in the exchange rate were not good for the economy. Objectively nothing had changed significantly over the past week, he said.

But analysts point to a combination of political, economic and technical factors which have contributed to the new volatility in the currency.

One is nervousness about the election itself. The Australian dollar has remained stable to firm for several months, and traders say it was only a matter of time before election jitters set off some selling and a band-

wagon effect.

Mr Howard sought to capitalise on the intervention yesterday by saying it showed economic fundamentals did not allow for a sustainable fall in domestic interest rates.

A significant decline in money market rates over the past couple of months has led Labor to try to talk down other rates.

Mr Keating has made open predictions in Labor's campaign of a fall before polling day in politically sensitive home loan rates. Yet apart from an exceptional reduction by a minor Tasmanian institution, nothing has happened.

Last week, the local arm of BankAmerica suggested, controversially, that the authorities

might have been manipulating rates downward under Government pressure. That suggestion, too, was taken up by the opposition, and promptly repudiated by the Government.

But Mr Keating, who last weekend also reported a larger than expected decline in the Government's budget deficit, has since urged the media to tackle the major banks on the matter of mortgage rates.

In response the banks have acknowledged a fall is in prospect, but only when the decline in the cost of their deposits is sustained. On the timing of that, opinions genuinely differ.

The banks also indicated they were worried that a drop before the election would leave them

open to charges of political bias.

But Mr Keating and Mr Hawke, apparently believing that "bashing the banks" can do them no harm electorally, suggested in turn that the banks were themselves behaving politically by enjoying bigger margins instead of reducing rates.

All of this has taken place against a background of Labor accusations that a victory for the opposition would cause a run on the dollar.

In support of this the Government has drawn on suggestions by Goldman Sachs, the US investment bank, that the Liberal package is "unconvincing".

Life in the margins, Page 4

THE LEX COLUMN

An emerging consensus

The CBI City-Industry committee is hardly a disinterested forum for examining the distorting effects of merger and acquisition accounting. But, allowing for the predominance of target companies, the committee has produced a cogent manifesto for reform - thinly disguised as a consultative paper - which appears to reflect a consensus now extending to the Department of Trade and Industry itself.

It is difficult to argue with the hostility towards writing-off reorganisation provisions against reserves. The financial honeymoon that this can provide may be endorsed by SSAP 22, but it is contrary to good market sense and also flies in the face of international accounting standards. Goodwill is more complex. It may not be an investment but it is sufficiently distinct from reserves and buildings to qualify for some protection from depreciation through the revenue account. Companies should be allowed to write-off goodwill against reserves as long as gains arising from a subsequent resale are written back to those reserves.

Merger relief has, however, been abused - not least by the growth of vendor placements - and should now be strictly limited to merger accounting.

The greatest difficulty - which the CBI understandably does not address - is who will implement these changes. The ASC, still reeling from the inflation accounting imbroglio, seems unwilling to crack the whip. If, as the CBI claims, these are issues of national economic importance it is probably time to take them out of the professionals' dithering hands.

Contibell

The way in which the resistance of Contibell shareholders to Groupe Bruxelles Lambert and Tracelab's takeover offer, which was rejected by the City of London as an embarrassing climb down.

The company said that since the first approach was made three months ago, there had been "significant changes" in the circumstances surrounding the bid. As a result of the rise in the Belgian stock market the asset value of Contibell - which consists of a portfolio of Belgian investments - had increased by 8 per cent from \$498m, or \$49p a share, to \$522m, or \$51p a share.

It said that recently proposed changes in withholding taxes would also increase the value of the company by allowing it to pay a slightly higher price for any given level of profits. It also noted the aversion of shareholders to the bid.

Mr Ed Challen of Provident Mutual, which led the institutional resistance to the earlier offer, said that Provident was considering its position. "We believe that the bid still underestimates the value of the company. The Belgians have chosen the lowest possible price at which they could stand any hope of success," he said.

By gaining control of Contibell, Groupe Bruxelles Lambert and Tracelab, two of the largest holding companies in Belgium, have succeeded in securing a larger stake in Petrofina, the Belgian oil company. The addition of Contibell's 7 per cent stake in Petrofina will take their combined holding to 27 per cent.

Amnesty for Israeli killers rejected

ISRAELI PARLIAMENT yesterday rejected by a vote of 69 to 40 a right-wing attempt to seek amnesty for ultra-nationalist Jews convicted of killing and wounding Palestinians in the Israeli-occupied West Bank, Reuters reports from Jerusalem.

A total of 28 members of an underground movement made up of Jewish settlers from the occupied West Bank and Gaza Strip were convicted in 1985 for anti-Arab attacks.

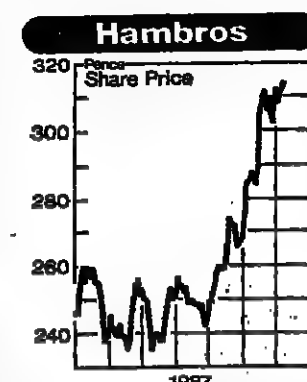
They were held responsible for killing three Palestinian students in a 1982 attack on the Islamic college in the West Bank town of Hebron and maiming two Palestinian mayors in a bombing.

Members of the group were also found guilty of plotting to blow up the Dome of the Rock mosque, Islam's holiest shrine in Jerusalem.

All but eight members of the underground have since been freed after serving their sentence or having it reduced by President Chaim Herzog.

Mr Yitzhak Shamir, Prime Minister, who once called the underground members misguided good boys, voted for the amnesty along with Mr Ariel Sharon, the hardline Industry Minister.

But many right-wingers voted against the proposal on grounds that only Israel's president has the right to grant amnesty.



Paolo Bank in Italy, now nine months old, has brought little in the way of corporate finance fees, though no doubt every extra member in an underwriting group helps. The idea that cross border merger and acquisition business throughout the EC will take off in a new spirit of Europeanism denies years of disappointment among companies who still regret the moves made when the UK joined the EC. That may be changing, but meanwhile the multilingual corporate finance team at Hambros may be putting in a lot of effort for little return.

Investment shows more apparent opportunities for money making as both Italy and Spain dismantle exchange controls and the rich of both countries rush to put money abroad. Hambros already has a decent business in Gibraltar advising expatriates on investments. It is probably fanciful to suggest that Hambros Countrywide could start selling Spanish holiday homes through its UK branches with Banco de Bilbao providing the mortgages.

The 5m shares bought by Banco de Bilbao may well have come from Prudential Insurance of America, which has cut its stake, rather than the market. And the 2p rise, to 314p, in Hambros' shares yesterday was probably in the hope that the bank will cash to meet more partners with cash to splash around.

BAA

After the more than usually public squabbling over the pricing of BAA shares, the vendors have settled for the retailers' psychology of picking a price just below a round number to persuade buyers they are getting a bargain. The 255p set on the fixed price part of the offer somehow looks a lot cheaper than 250p, and given the market rise lately, still gives a rating at a decent discount to the market.

The question remaining is how the aftermarket will be affected by the tender. If it acts as a safety valve letting out the inflationary steam, then the standard first day of dealings frenzy to combine small parcels of shares into reasonable size holdings will be much less. And if small investors end up with shares, they could find that the easy money privatisations are over. If so, that is all to the good.

Hambros/Banco de Bilbao

Hambros' urgent desire to form connections with other European banks appears to be exceeded only by Banco de Bilbao's. Certainly the financial arrangements underlying the trading relationship are all one-way, with Banco de Bilbao investing around \$50m in loan capital and Hambros' shares. But then Banco de Bilbao is the one with the spare cash and without much room left to expand in its domestic market.

What the two can better do together is a far from obvious. So far Hambros' tie-up with San

structure with swept-back wings, weighing in at about 75 tonnes, with the ability to carry a payload of some 30 tonnes. It will be launched vertically by rockets and land like a glider on a runway.

But each country's method of getting its craft into orbit differs slightly.

The US shuttles each contain three powerful engines, burning hydrogen and oxygen, a mixture which gives more thrust than any other combination of fuels. These reusable engines feed from liquids stored in the shuttle itself, although they are discarded before the shuttle enters orbit, although they are later recovered and refurbished.

To assist the three main engines, the US system employs two ancillary boosters, strapped to the fuel tank. The boosters are discarded before the shuttle enters orbit, although they are later recovered and refurbished.

However, the four main hydrogen-oxygen engines in the Soviet system are fixed not to the shuttle itself but to the large fuel tank. These engines are turned up in flight as are the four strap-on boosters, which consume liquid fuel rather than the solid fuel used in the US machine.

This method of operation, although forced on the Soviets by their lack of experience in hydrogen-oxygen engines, does provide extra flexibility. By removing the main engines from the shuttle itself, the Soviets have a powerful booster system to which can be added other shuttles but a variety of other payloads.

This basic booster system, titled Energia, made its debut in May with a dummy payload. It is expected to be used only occasionally for shuttle operations. Its main job will be as a work-horse for taking objects of up to

100 tonnes into low orbits of a few hundred miles above the earth. These missions could be part of steps to enlarge the Mir space station or to construct bigger space stations.

There is some doubt as to whether the Soviet Union is developing one or two classes of space shuttles. Soviet engineers have launched unmanned test flights of "mini" shuttles, which would be carried into orbit on top of an ordinary rocket, rather like the Hermes vehicle under study at the European Space Agency.

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Peter Marsh on the prospects of the US being overtaken in reusable space technology

Soviet shuttle prepares for lift-off

"It will be an important step in sophistication for the Soviet Union. We had it in our grasp, but we fumbled it."

Mr Joe Allen, a former astronaut who is now a businessman in Texas, is referring to the operation of reusable space shuttles. His frustration stems from the fact that, while the US fleet of three shuttles is grounded following last year's Challenger disaster, the Soviet Union is likely soon, perhaps by the end of the year, to launch its own shuttle.

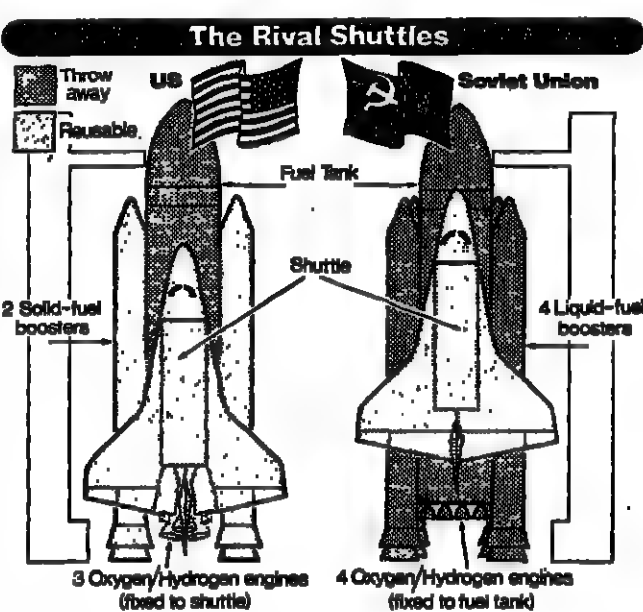
The launch six years ago of Columbia, the first US shuttle, was marked by bold assertions that the vehicle could be used on a new era in space travel. So confident was NASA production of its old-style expendable launchers. It intended to rely on the shuttles for almost all space missions, including satellite launches and manned flights.

But this confidence was premature. Even before the Challenger explosion, the first 24 missions made by the US craft were hit by technical problems. Pending a redesign of the three remaining vehicles, they will not fly again until next summer at the earliest.

Professor John Logsdon, a space policy expert at George Washington University in Washington, believes the Soviet shuttle will enhance the already strong capabilities of the USSR in space. But he thinks the Soviet Union will aim to operate the vehicle sparingly, at the rate of a few times a year, and as part of a mixed fleet which includes expendable boosters.

According to this view, the Soviet shuttle would be used only when its characteristics confer an advantage for a particular flight, such as when the Soviet Union wants to take a large number of people into orbit or to return large and bulky objects from space.

The Soviet shuttle is expected to look similar to the US version, a large aeroplane-type



structure with swept-back wings, weighing in at about 75 tonnes, with the ability to carry a payload of some 30 tonnes. It will be launched vertically by rockets and land like a glider on a runway.

But each country's method of getting its craft into orbit differs slightly.

The US shuttles each contain three powerful engines, burning hydrogen and oxygen, a mixture which gives more thrust than any other combination of fuels. These reusable engines feed from liquids stored in the shuttle itself, although they are discarded before the shuttle enters orbit, although they are later recovered and refurbished.

To assist the three main engines, the US system employs two ancillary boosters, strapped to the fuel tank. The boosters are discarded before the shuttle enters orbit, although they are later recovered and refurbished.

However, the four main hydrogen-oxygen engines in the Soviet system are fixed not to the shuttle itself but to the large fuel tank. These engines are turned up in flight as are the four strap-on boosters, which consume liquid fuel rather than the solid fuel used in the US machine.

This method of operation, although forced on the Soviets by their lack of experience in hydrogen-oxygen engines, does provide extra flexibility. By removing the main engines from the shuttle itself, the Soviets have a powerful booster system to which can be added other shuttles but a variety of other payloads.

This basic booster system, titled Energia, made its debut in May with a dummy payload. It is expected to be used only occasionally for shuttle operations. Its main job will be as a work-horse for taking objects of up to

100 tonnes into low orbits of a few hundred miles above the earth. These missions could be part of steps to enlarge the Mir space station or to construct bigger space stations.

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Hostage lifeline 'at risk'

FRANCE WILL lose a lifeline to its hostages in Lebanon and Iran will face delays in receiving millions of dollars of debt repayments if French Prime Minister Jacques Chirac cuts ties with Tehran, according to Middle East experts, Reuters reports from Paris.

Mr Chirac said on Tuesday that he might break off diplomatic relations unless an Iranian Embassy employee obeyed a summons to testify about last year's bombings in Paris which killed 13 people.

Mr Vahid Gerdji, listed as an interpreter but believed by France to be a key intelligence agent, refuses to leave the sanctuary of the Embassy without guarantees that he will not be arrested.

The two countries appeared deadlocked on the ninth day of the crisis with Iran, which has not responded formally to Mr Chirac's warning, maintaining that Mr Gerdji was not obliged to testify.

France had since April sought to resolve financial and commercial disputes with Iran in exchange for Tehran's help in securing the release of Frenchmen kidnapped in Lebanon by Islamic extremists.

Kinnock boosted in party vote

BY PETER RIDDELL, POLITICAL EDITOR

SEVERAL close supporters of Mr Neil Kinnock, leader of Britain's recently-defeated opposition Labour Party, were yesterday elected to senior parliamentary posts at the expense of centre-right figures in what amounts to the biggest change in the party's leadership for several years.

The results of the election for the party's "Shadow Cabinet" in Parliament tilt the balance clearly in the direction of the so-called Tribune Group which is firmly to the left of centre of the Labour Party, although not in any extreme sense.

This group now has nine out of 15 members in the Shadow Cabinet whose members act as opposition spokesmen on key government portfolios in Parliament. The Shadow Cabinet is elected by Labour members of Parliament.

This shift is in line with the changes in the balance of the Parliamentary Labour Party at last month's general election which saw a sweeping victory by the ruling Conservative Party of Prime Minister Margaret Thatcher as well as the entry of a number of Labour left-wingers into the House of Commons.

Mr Kinnock, whose personal showing at the election was widely considered to have strengthened his own position as leader, was said to be very pleased with yesterday's elec-



Britain has named a new secretary of the Cabinet and head of the Civil Service to succeed Sir Robert Armstrong, who resigns at the end of the year. He is Mr Robin Butler, aged 49 (above), a top Treasury civil servant. He will be senior adviser to Mrs Margaret Thatcher, Prime Minister, on policy and administrative matters. Page 6

tions to the Shadow cabinet. The outcome gives him freedom of manoeuvre in the Shadow Cabinet for the first time since he became party leader four years ago.

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World Weather

Area	Temp	Wind	Cloud	Precip	Area	Temp	Wind	Cloud	Precip
Algeria	24	10	10	0	London	18	10	10	0
Amman	24	10	10	0	Manchester	18	10	10	0
Antwerp	18	10	10	0	Madrid	24	10	10	0
Athens	24	10	10	0	Mexico City	24	10	10	0
Bahia	24	10	10	0	Montreal	18	10	10	0
Bombay	24	10	10	0	New York	18	10	10	0
Buenos Aires	18	10	10	0	Osaka	24	10	10	0
Calcutta	24	10	10	0	Paris	18	10	10	0
Canton	24	10	10	0	Rome	18	10	10	0
Cebu	24	10	10	0	Sao Paulo	18	10	10	0
Colon	24	10	10	0	Seoul	18	10	10	0
Dacca	24	10	10	0	Shanghai	24	10	10	0
Dhaka	24	10	10	0	Singapore	24	10	10	0
Hankow	24	10	10	0	Taipei	24	10	10	0
Hong Kong	24	10	10	0	Tokyo	18	10	10	0
Kobe	18	10	10	0	Winnipeg	18	10	10	0
London	18	10	10	0	Zurich	18	10	10	0
Lyons	18	10	10	0					
Manila	24	10	10	0					
Medan	24	10	10	0					
Osaka	24	10	10	0					
Paris	18	10	10	0					
Seoul	18	10	10	0					
Shanghai	24	10	10	0					
Singapore	24	10	10	0					
Taipei	24	10	10	0					

Financial Controller Commodity Trading City £20-24K

Our clients are traders in ores and minerals, worldwide. The company established a branch in London in 1986, and is engaged in trading activities throughout Europe, the Middle and Far East.

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Roger Hill, Executive Selection Division
BinderHamlyn Management Consultants
8 St Bride Street, London EC4A 4DA

Senior change at Cetus

BY OUR FINANCIAL STAFF

CETUS CORPORATION, Californian bio-engineering concern, which is involved in the anti-cancer industry, has appointed Mr Hollings C. Renton chief operating officer.

Mr Robert A. Fildes is to remain president and chief executive of the company, in which Squibb, the US pharmaceuticals concern, also based on the US west coast, recently agreed to take a 5 per cent stake, as part of a broader agreement in which the two companies set up plans for a joint venture in the field of developing and marketing biotechnical drugs.

Mr Renton takes on his new

post alongside his position as executive vice president.

LOTUS DEVELOPMENT, the US personal computer software company, has appointed Mr Robert P. Schechter vice president of finance and operations and chief financial officer.

Although new to the Lotus staff, Mr Schechter helped to shape the company's accounting and financial systems in his previous position as managing partner for Coopers and Lybrand, the accountants, technology clients.

"Mr Schechter's work for Lotus, coupled with his extensive experience with technology

companies make him an ideal choice to head our financial and operations areas," says Mr Jim Manz, the Lotus president and chief executive.

Mr Schechter's experience to work: "His strong skills in mergers and acquisitions, taxation, treasury and SEC (Securities and Exchange Commission) regulations will help us build a financial organisation that will support our company's growth and diversification into the 1990s," says Mr Manz.

Mr Schechter takes over from Mr Mick Prokops, who left the firm last month "on good terms to pursue other business interests."

Dravo elects president

DRAVO CORPORATION, the Pittsburgh construction and engineering services group with interests in natural resources, has appointed Mr William Roth president and chief operating officer.

Mr Roth moves from the posts of president and chief operating officer of American Standard, of New York, which commands, at over \$2bn, double or more the annual sales of Dravo, and which has its interests in transportation and building products, as

well as printing and air conditioning.

Mr Roth takes over from Mr Robert Dickey, who returned to the positions in January, out of retirement, following the resignation of Mr Thomas Faught.

GENERAL FOODS, the US retailer which was acquired in 1985 by Philip Morris Companies, the New York-based tobacco to brewing to food concern, has appointed Mr John M. Keenan a vice president, and

Mr F. M. Kuipers a vice president.

Mr Keenan, president of General Foods Europe since 1982 has lately added to his responsibilities those for its Canadian and food-away-from-home operations.

Mr Kuipers, along with his new appointment, is to manage Hag-GF in Germany, Austria, Switzerland and the Netherlands, in addition to his responsibilities for General Foods in France and Italy.

Switch in top AKG management

By Judy Dempsey in Vienna

AKG (Akustische U. Kino-Geräte Gesellschaft) the Austrian acoustics company has announced senior changes in its team management, to come into effect in November.

Mr Helmut Gunst is to join the top management as member of the managing board of the AKG Gesellschaft and AKG Holding divisions. Mr Gunst is at present head of the consumer products division of Philips Austria.

Mr Leo Steinkellner, president of AKG Gesellschaft and AKG Holdings is to remain chairman of the boards of AKG Gesellschaft and AKG Holding. Mr Peter Hillebrand, the present vice-president of AKG Gesellschaft and AKG Holding, is to leave the company at the end of the year.

AKG Holding is one of the shareholders of AKG Gesellschaft. AKG Holding's major shareholders include Philips Austria and Austria's Gironzale Bank and Oesterreichische Landesbank.

TIME INC, the US publishing house, has announced that Mr John Howard, 40, director of information resources, is to become director of information and customer services for the magazine group and the president of Time Customer Service, reports Reuters.

New chief for Citibank Canada

BY OUR FINANCIAL STAFF

CITIBANK CANADA, the wholly-owned subsidiary of Citicorp, the holding company of Citibank, the largest bank in the

world's largest bank, having in recent years overtaken Bank America, of California.

Mr Burgess is leaving Citibank Canada after two years heading the company. Before moving to the lead of the Canadian offshoot, he was involved in Citibank's real estate business in the US and Canada.

Mr Copeland moves to a job which puts him in charge of a company with corporate, consumer and investment banking operations spread about the country. He also takes the responsibility for co-ordinating the activities of Citicorp in all fields across the country.

Mr Copeland takes up the Canadian post after being in charge of Citicorp's operations in Taiwan for four years. Previously he co-ordinated the banking concerns' institutional corporate operations in the south west of the US.

CITIBANK has appointed Mr J. L. Davies, vice president in charge of marketing and strategic planning for its consumer services group international, which operates some 88 consumer financial businesses in 40 countries outside the US.

Mr Davies joins Citibank after serving as an international general manager—most recently with RCA / Ariola Europe, where he was a vice president based in London.



Mr Frederik Copeland, Jr. taking over the helm of Canada's largest foreign-owned bank.

US, has appointed Mr Frederik Copeland, Jr., 45, president and chief executive, in succession to Mr C. Robert Burgess, also 45, who has resigned to pursue other business interests.

Citibank Canada claims to be Canada's largest non-Canadian owned bank, with C\$4.5bn (US\$3.4bn) of assets. Its parent

Accountancy Appointments

INTERNATIONAL BANK HEAD OF DEPARTMENT

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planned progression. As duties will impact across all functions, from dealing floor and operations to General management, an understanding of banking practices is essential.

In addition to audit and financial accounting skills candidates should also possess the ability to evaluate the adequacy and effectiveness of existing controls. To meet the demands of this position it is essential that the individual is qualified (preferable from a Big 8 firm) has staff management experience and is skilled in the use of modern investigative techniques. The package is negotiable and will reflect the capability of the successful candidate.

For further information please telephone Keith Allen on 01-930 7850 or write enclosing brief details to the address below:

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Candidates will be youthful, qualified accountants with an exceptional record of achievement. They will ideally have had exposure to an international environment and business services. They must be willing to adopt a "shirt sleeves" approach and be keen to accept the challenges of a small and growing operation. An enthusiastic and committed approach and entrepreneurial spirit is essential to a comfortable fit with existing team members.

For the right candidate the rewards are excellent and will include a basic initial salary of £35,000, plus car, incentive bonus and share options.

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Candidates are likely to be in their mid-20s to early 30s. Those who have little experience in corporate advisory work will also be considered provided they can demonstrate the necessary qualities and potential to succeed.

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Your experience should include operating costing systems and management reporting. Financial Services experience is not a prerequisite but would be an advantage.

Candidates should be qualified accountants and are likely to be in their late 20s to early 30s. In addition, you should have the ability to relate to senior executives and to work independently.

Please forward an up to date CV including daytime telephone number to Bruce Page CA or Colin Vasey at Douglas Llambras Associates Limited, Financial and Management Recruitment Consultants, 410 Strand, London, WC2R 0NS, quoting reference no. 7804.

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Candidates must be qualified accountants with extensive experience of an international treasury function at a senior level, ideally gained in the financial services sector. Previous exposure to the international markets and a knowledge of the major institutions in the region is essential, though experience in the Middle East is not required. The position requires a confident, mature and adaptable personality.

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ALEXON Financial Controller Milton Keynes

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initiate further systems development, review and interpret management information and carry out a range of projects. The Controller will have influence in all areas of the business.

Aged around 30, applicants should be qualified accountants, ideally with broad commercial experience gained in an f.m.c.g. environment.

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Corporate treasury position

London based, c £28,000



A major publicly quoted UK based industrial holding group, with turnover in excess of £350 million, and substantial international interests, is seeking a person for a treasury position, reporting to the Group Financial Controller.

The Group has grown substantially in recent years, with a number of acquisitions having been made, both in the UK and overseas, which is expected to continue. This has led to treasury management becoming an increasingly more important role within the relatively small Head Office team in which the person will be operating. The Group is therefore looking for someone to continue to develop the Group's cash and FX management procedures.

Aged about 30, you will be a graduate and professionally qualified with at least four years experience in banking or in the Corporate Treasury Function.

Résumés, including a daytime telephone number, to Tony Potter, Ref. TP731.

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Ext 3456

Tessa Taylor

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Prudential-Bache is a leading investment services company that is part of the \$134 billion Prudential Insurance Company of America, the largest private non-bank financial institution in the world. As part of their continuing expansion they now require high calibre individuals to strengthen their London based international audit function.

The position offers outstanding opportunities for accountants and auditors who have entered the new fields of activity within international finance (particularly in equities and fixed income products) and who wish to gain broader exposure across the range of global financial services before developing their careers in other management areas of the organisation in the UK or overseas.

Candidates will probably be Chartered Accountants with investment banking experience, either within a major accountancy firm or an investment bank, who feel that their present organisation cannot match their potential. Such constraints do not exist within this rapidly expanding and demanding environment.

We have been retained to select a high quality short-list of applicants and interested candidates should contact Suzie Mumma on 01-248 3653 (0932-220151 evenings/weekends) or write, enclosing a detailed curriculum vitae. All applications will be treated in the strictest confidence.

BBM

60, Cheapside, London EC2V 6AX

Telephone: 01-248 3653

CONSULTANTS IN RECRUITMENT

Commercial/Finance Director

At least £40,000 plus sizeable bonus potential

Our client, a major division of a well-known public group, is engaged in the importing, marketing and distribution of consumer goods on a substantial scale. Long-term growth of profitability has been sustained by a decentralised management team enjoying considerable autonomy within the overall context of the group.

There is a requirement for a high calibre Commercial/Finance Director to join the board. This challenging role demands considerably more than a normal Finance Director's position in that, as well as total responsibility for the finance function, the successful candidate will negotiate a number of major supply and transportation contracts.

It is essential that, in addition to first-rate financial management skills, candidates should have a breadth of commercial experience covering the negotiation of complex, transnational contracts. Aged 40 to 50, you will have a background in a relevant environment which could be a major capital goods or f.m.c.g. manufacturing company or a large trading group.

Personal qualities should include maturity, strength of character and excellent communication skills.

The remuneration and benefits package is unlikely to be a limiting factor and reflects the seniority of the appointment.

If you consider that you meet these requirements, please write - in confidence - with full career details, including current salary, to Nigel Bates, FCA, Ref. B.34007.

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CHALLENGING ANALYTICAL DEVELOPMENT

Young Qualified Accountant

c. £20 - 22,000 p.a. plus car



Our client has a turnover in excess of £700m and operates in a competitive consumer-related product and service market, where the ability to meet changing customer demands is essential. This creates the need for flexibility, innovation and change, whilst maintaining the control and efficiency of the business. Essential to the progress of the company in this environment are the development and reliability of its operational and financial practices and the availability of timely and accurate business information and advice. The continuous input and involvement of its financial teams are crucial.

As a result of this continued development, an opportunity has arisen for an additional individual to join a key finance team. The team itself is involved extensively in the analysis and review of performance of the business and its controls, processes and systems. The results of these activities will take the form of proposals and recommendations to Main Board Directors.

Members of the team will by necessity be capable of early visibility and a high degree of exposure to Senior Management and Directors. The role of the department is also seen in terms of contribution to overall company development, and hence individuals are expected to consider their involvement in terms of an ability to "add value". It is therefore essential that successful applicants be commercially aware with a questioning mind and a pro-active approach. Strong communication and interpersonal skills are likewise vital. Applicants will be qualified Accountants and will have gained post-qualification high level exposure either with the Profession, Industry or in Consultancy.

If you are interested in the above please write to Karen Wilson BA, ACMA (enclosing a recent CV, a note of current salary and mentioning any companies you would not wish your details forwarded to) at Financial Management Selection Ltd., 21 Cock Street, London W1K 1HB.

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FINANCIAL ACCOUNTS MANAGER

Argos is Europe's leading catalogue showroom organisation and is among the top six such operations worldwide. Launched in 1973 with 17 showrooms, the company was acquired by BAT Industries in 1979 since when turnover has increased fivefold to c£500m, the number of showrooms has increased to over 180 and the last 12 months has witnessed the highly successful launch of Argos Superstores and Best Sellers. In order to maintain its dominant market position the company places great emphasis on high standards of customer service, the efficient and effective use of new technology and, above all, innovative and dynamic management and teamwork.

The Financial Accounts Manager is an important member of the finance department. Reporting to the Chief Accountant and managing a small professional team, the key responsibilities include administration and control of the accounts using IBM System 38 with McCormack and Dodge G/L PLUS and FASCI software, preparation and presentation of statutory accounts for BAT Industries, V.A.T. returns and corporate tax computations. Not surprisingly these tasks require the Financial Accounts Manager to communicate and liaise effectively with external auditors, government departments, and, of course, all levels of management within Argos and BAT.

The successful candidate will be a qualified Chartered Accountant preferably with "Big Eight" experience aged 25-30 who, in addition to excellent technical skills, is seeking a challenging and rewarding career move to a top British company. In addition to salary the rewards include a fully expensed car and, if appropriate, a full relocation package.

If you would like to be considered for this position or would like further information then please write to or telephone:

**SCOPE
EXECUTIVE**

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(Recruitment and
Consultancy) Ltd.,
Euston House,
81-103 Euston Street,
London NW1 2ET.

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TOUCHE ROSS has long been established as a substantial firm of chartered accountants, but more recently it has also emerged as a major force in the management consultancy business.

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The professionals that join us as Management Consultants reflect this unparalleled success and play their individual roles in helping solve often complex problems emanating from every aspect of business life.

Our interdependent teams are endowed with the intellectual prowess to negotiate the hurdles of strategic planning, feasibility studies, project appraisal and organisation studies. And in the Information Technology area they involve themselves with computer strategy, selection and systems studies.

It is an environment of constant challenge, change and achievement, where people committed to reaching the top of their profession develop and thrive along career paths

already showing evidence of strategic self direction.

Our growth creates a continuous requirement for people with a good first degree and appropriate professional qualification in economics, accountancy, computing, industrial marketing, engineering or personnel. An excellent training programme allied to the wealth of knowledge already available from more experienced colleagues will help ensure your success. Exceptional men and women are progressing to partnership in 3-4 years.

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Salaries are open to negotiation and will not present a barrier. A company car is also provided. So, if you meet our profile, and would like to be based in London, Manchester or Glasgow, please write or telephone immediately and in absolute confidence to: Michael Hurton, (Ref. 2789), Touche Ross & Co, Thavies Inn House, 3-4 Holborn Circus, London EC1N 2HB. Tel: 01-353 7361.

Financial Director West London c£50,000 + Stock Options

Our client, a diverse international marketing and business services group has an outstanding expansion record both organically and by acquisition. Following a successful private placing, a public flotation is planned in 1988.

A Financial Director is required to steer the company to a flotation and assume responsibility for the financial management of the group. There will be significant involvement in acquisitions, commercial evaluation and related institutional contact.

This position will appeal to a commercially minded individual who is

attracted to a demanding fast moving environment requiring a hands-on approach. The successful candidate will be qualified, aged 30-45, possess excellent interpersonal skills and a strong determined nature. A services background would be a distinct advantage but is not essential.

Interested applicants should write enclosing a comprehensive c.v. and telephone number to Jon Anderson ACMA, Executive Division, 39-41 Parker Street,

London WC2B 5LH, quoting ref. 430.

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Ambitious Accountants

major financial services group

Central London mid/late 20s £20-27,000 + mortgage etc

One of the largest and most influential financial groups, our client's substantial interests, ranging from long established market leaders to innovative new businesses, spread right across the financial services sector.

The diversity and changing nature of these activities and the group's reporting requirements have created and will continue to create wide ranging career opportunities for ambitious young accountants.

Initially working in a high profile central team, you will review and appraise the group's activities, controls and information systems.

This is an investigative brief which provides a thorough insight into the many facets of the group's business. It is an exceptional opportunity to enhance your analytical and communication skills in a technologically advanced environment.

Applicants should be qualified accountants aged mid/late 20s, preferably with experience in a major professional firm and now seeking a first move into commerce which will quickly lead to further group or subsidiary company opportunities.

Please write with full career details or telephone David Tod BSc FCA quoting reference D/620/RF.

**Lloyd
Management**

125 High Holborn London WC1V 6QA Selection Consultants 01-405 3499

Management Accountant

to control the finance function at an expanding high technology company

South Coast c£22,000+car

This Financial Controller post is ideal for an ambitious young ACMA.

Our client is a highly profitable company employing approximately 150 people, is part of a multinational group, and has an ambitious programme of growth. They design, manufacture and market a range of high quality electro/mechanical products, sold primarily in the defence and professional electronics markets.

Reporting to the General Manager, your role will be to manage the finance and data processing departments of three businesses at two locations. You will provide first rate management information and financial services to the business. As a vital member of the

senior management team you will be totally involved with the day-to-day running of this very successful company and its exciting future plans.

The post calls for a practical "hands-on" ACMA with experience acquired in a tightly run, fast moving, commercial company.

The ability to manage people, and improve systems is essential. Ambition and a sense of humour are an advantage.

For further information contact Philip Johnson on 01-439-6891 during office hours or (Bishop's Stortford) 0279-58682 over the weekend. Alternatively send him a copy of your C.V. quoting reference M3371.

**Roland Orr
& Partners**

Management Consultants

12 New Burlington Street London W1X 1FF

GROUP FINANCE DIRECTOR

Middlesex/Buckinghamshire c£40,000+equity+car

This new appointment is required by a multi-national group which provides a financial service to the road haulage industry throughout the UK, Continental and Northern Europe. A management buy out was recently effected with the support of a leading venture capitalist institution and a major international bank. 1986 sales of £16 million are projected to grow to over £25 million by 1991 and a flotation is planned for within this time frame.

Highly capital intensive operations predicate as key responsibilities: the management of funding and borrowing, working capital control, cash and tax management; the appointee will also assist group management with the development of reporting packages and MIS.

Candidates must be chartered accountants, with significant experience of managing the financial function in a multi-national industry, preferably in the service sector. Previous responsibility for treasury management and substantial experience of dealing with financial and investment institutions are essential requirements. The personal attributes called for are a strong, outgoing personality and a persuasive but responsive operating style - the capacity to create structure yet operate flexibly will be crucial.

Please send career details, highlighting their relevance to this appointment, to Mike Blanckenhagen, quoting reference R4650.

KPMG

Peat Marwick McLintock

Executive Selection and Search
9 Creed Lane, London EC4V 5BR

Newly Qualified Financial Reporting Accountant North Hertfordshire

Our client is an International British Group engaged in the precious metal business. This appointment will report the financial results of a major activity with an annual turnover of £150m and a headcount of 1900.

Reporting to the Materials Technology Division Accountant, responsibilities will include the provision of accounting information for inclusion in the PLC statutory accounts. The appointee will review reporting requirements, externally, internally and to the PLC. The effective control, planning and smooth running of the function is of vital importance.

Candidates must be Chartered Accountants, ideally in the 23

to 26 age range. They will also be able to communicate well with all levels of staff and with organisations outside the company.

Prospects are that the post would become number two to a Business Financial Controller when the company decentralises their accounting function in the very near future. The initial salary will be attractive, 25 days holiday and the usual benefits package.

Please apply in writing to Peter Barnett, quoting reference 8604, Barnett Consulting Group Limited, Providence House, River Street, Windsor, Berkshire, SL4 1QT.

Telephone: (0753) 856723.



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A chance to develop your commercial skills with a market leader

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c£17K + Benefits

Within our Marketing and Sales departments it is essential that commercial direction and influence is exerted throughout all activities.

Through the provision of information and commercial advice your role will be to ensure that it is.

Working closely with Marketing and Sales Managers you will be involved in the formulation and management of plans and forecasts, the development of pricing strategies and the monitoring of costs.

As a graduate, aged 25-30, you may already have experience of Management Accounting or alternatively be looking to develop your career into this area.

In addition, you are likely to have had exposure to commercial accounting, ideally in a manufacturing/processing environment. In return you can expect a competitive salary together with a wide range of additional benefits. Of equal importance, opportunities for real career advancement are outstanding within the Unilever organisation.

Please write with full c.v. including current salary, to: David Moir, Personnel Development Manager, Mattessons Wall's Limited, Malthouse Walk, Banbury, Oxon OX16 8QL. Telephone (0295) 52575.



MATTESSONS WALL'S LIMITED

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FINANCE DIRECTOR

Leasing and Distribution
£30,000 + car + bonus

Since its inception in 1983, our client has doubled its turnover each year to reach £7.4m with pre-tax profits of £500,000. The group's success is attributable to finance-based packages which support its office equipment distribution side, and it is looking for a market listing late in 1988.

In order to achieve this, the group seeks a Finance Director who will take a front-line role in the development of the group and its products. The director will also represent the group in the financial markets and be the point of contact with its own funding sources. The role will be based at the administrative

offices near Reading but will require much time to be spent in the City and at the group's Docklands sales office.

Candidates should be qualified accountants with a creative and entrepreneurial approach. They should have experience of company financing and leasing, and be able to contribute to the financial and marketing policy of the group. Drive and enthusiasm are essential qualities, as are good interpersonal skills and flexibility.

Please write in confidence, enclosing full career details and quoting ref: C7153 to Jane Woodward.

KPMG

Peat Marwick McLintock

Executive Selection and Search
9 Creed Lane, London EC4V 5BR

CORPORATE TAX ACCOUNTANT

British Airways is acknowledged as one of the world's leading airlines with an organisation requiring tax planning on a global scale.

We need a capable, qualified accountant, probably aged 25-30, to make a valuable contribution

in the further development of our Group Tax Department. You should have 1-2 years tax experience and be able to work with the minimum supervision on a varied range of projects — including the preparation of both UK corporation tax and deferred tax computations, and assisting in the tax planning of a major transnational business.

You must have the ability to work as part of a dedicated team with worldwide responsibilities and have a good basic knowledge of relevant tax legislation. Some experience of using personal computers for computations is important.

Whilst this is an opportunity to develop your career experience, you will have already consolidated your analytical and communication skills necessary in any entrepreneurial role.

In return for your commitment and expertise, we can offer you an attractive salary plus a full range of benefits including profit sharing, holiday bonus, contributory pension scheme and favourable holiday travel opportunities.

Please write with a full c.v. including present salary level to: Recruitment and Selection, Ref: MA/214, British Airways plc, "Meadowbank", PO Box 59, Hounslow, TW5 9QX.

Closing date for received applications: 31st July, 1987.

BRITISH AIRWAYS

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Divisional Finance Director



WILLIAMS HOLDINGS PLC

Williams has grown from a turnover of £5m to £600m in 5 years, through acquisition and organic growth. Further planned development will increase turnover to the £1 billion mark. The business is split into divisions for management purposes.

The requirement now is to recruit a high-calibre Divisional Finance Director. The candidate will be well qualified and experienced, and have successfully demonstrated ability to conduct financial analysis, implement policies and influence the growth and direction of manufacturing,

distribution and marketing led companies.

Candidates aged 30-50 must have several years experience responsible for the financial affairs of autonomous medium sized companies. They will be used to working closely alongside a chief executive and require a combination of intelligence, drive, commercial flair and vision. It is essential that they possess the toughness and endurance to rise to the challenges and demands of a dynamic environment. They must

be willing to adopt a "hands-on" approach to make things happen.

A substantial negotiable salary, quality car and usual large company benefits, coupled with the outstanding opportunities for rapid career progression within Williams, make this an outstanding opportunity for the right person.

If you are able to meet this specification, please write with full career details, quoting ref. AR 3011 to John Cornish, March Consulting Group, March House, 13 Park Street, Windsor, Berkshire SL4 1LU.

MARCH

CONSULTING GROUP

Assistant Financial Controller

West End

c£35,000 + car

This client is a leading retailer, with international interests. Due to promotion there is a requirement for a qualified accountant to join the Group's head office and to manage a small, professional team.

This role, within an informal but highly successful environment, will involve considerable liaison with the main board and subsidiary senior executives. The individual will be responsible for the group accounting function, the appraisal of subsidiaries' performance and commercially based projects on an ad hoc basis.

Candidates should be qualified accountants, with the ability to communicate effectively, have an analytical and a practical approach to problem solving. Age indicator 28-34.

The group seeks to expand by internal organic growth coupled with acquisition both in the UK and overseas. Thus they are able to offer good career prospects and attractive remuneration package including share options.

Please write enclosing full resume quoting ref: 131 to: Nigel Hopkins FCA, 97 Jermyn Street, London SW1Y 6JE. Tel: 01-839 4572

Cartwright Hopkins

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Daniel Berry
Ext. 3456

Tessa Taylor
Ext. 3351

Assistant Group Accountant

major international plc

London W1

ACAs mid/late 20s

c£22-25,000 + car

A rapidly changing public group, our client has substantial worldwide interests. Recent restructuring and planned further growth, including acquisitions, will enable it to react to market requirements and consolidate its existing strong position.

This new post is seen as a vital part of the development of the new young central financial team. As a key member of a small unit reporting to the Group Accountant, you will work closely with corporate treasury, tax and other financial specialists as well as senior managers in subsidiaries.

Wide ranging responsibilities including the preparation of group management and statutory accounts and plans

and a significant amount of development work will ensure that the role is both challenging and fulfilling.

Applicants should be highly motivated graduate Chartered Accountants with at least two years' post qualification experience gained in either the profession or industry. Experience of consolidations and statutory and Stock Exchange requirements is essential and exposure to US accounting requirements would be advantageous.

Salary is negotiable depending on age and experience.

Please write with full career details or telephone David Tod BSc FCA quoting reference D618/GF.

Lloyd Management

125 High Holborn London WC1V 6QA

Selection Consultants

01-405 3499

UK Treasurer

London

c£30,000 + car

Our client is a major international industrial group with a worldwide turnover around £1,000m. An exciting development strategy is being pursued, and a strong treasury function is an integral part of the Group's philosophy.

Reporting to the Group Treasurer and managing a small team, this key development role will involve responsibility for the Group's UK cash and foreign exchange management, and other treasury operations. Initial responsibilities will include selecting and installing a computerised treasury management system, establishing a foreign currency dealing service and re-specifying

operational banking requirements.

Suitable candidates, aged 28-35 are likely to be graduates with an MBA or appropriate professional qualification. Relevant treasury management experience is essential, as are strong interpersonal skills, initiative and drive.

If you have the skills and ambition to succeed in this role, please write to Barry A. Ollier ACA, Executive Division, enclosing a comprehensive C.V. and daytime telephone number at 39-41 Parker Street, London WC2B 5LH, quoting ref 431.

MP

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International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide
A member of Addison Consultancy Group PLC

CORPORATE ACCOUNTANT

c £20K Neg. + Car

City

For the financial services division of a major insurance broking company, part of a well known British group.

Reporting to the Financial Controller and with responsibility for a small staff, your primary duties will be the management and development of:-

■ MANAGEMENT ACCOUNTING AND REPORTING

■ TREASURY AND FOREX OPERATIONS

■ MAINFRAME AND PC BASED INFORMATION SYSTEMS

Additionally you can expect to become closely involved in acquisition studies and proposals during a phase of planned expansion and growth.

Eligible candidates will be qualified accountants (ACA, CIMA, ACCA), aged 25-29, with a relevant background of experience in a commercial environment.



Applications with full CV to Jenny Tucker under ref: A051
Merryn Hughes International Ltd., Management Recruitment Consultants,
63 Mansell Street, London E1 8AN. Tel: 01-488 4114.

FINANCIAL CONTROLLER

£25,000 PLUS BENEFITS PLUS SHARE OF THE ACTION

Based in the West End of London the group is a rapidly growing firm of brokers with a reputation for innovation and marketing excellence. Recent expansion and the need to face the existing new environment after the Financial Services Act has created a position which will be a key member of the management team with an active role in decision making. You will work alongside the directors in developing effective planning and budgeting backed by accurate management information and financial systems. Their cash control and a continuous review of operational costs are ongoing requirements. The ideal applicants will be qualified with 3 to 5 years commercial experience; imaginative and able to communicate well; Ambitious yet dedicated to producing the goods. The group offers an excellent salary package with the definite opportunity for the successful candidate to participate within an equity incentive and to become Financial Director.

Interested applicants should reply in confidence by forwarding full career details to:
P. Ashley, Kabeel Halsey Group, 38 Soho Square, London W1V 6DF

Investment and Financial Director

City Salary c£80k + Car + Equity Participation

Our client is a well-founded technologically based Group of Companies backed by a leading City Institution. The Group has been established to develop and market a range of advanced products and processes in the UK and overseas. With the recent expansion of its activities through internal growth and acquisition, they now wish to appoint a Group Investment and Financial Director (Designate), who will also be expected to serve on the Boards of certain subsidiary marketing companies.

The successful candidate will be responsible for financial negotiations relating to the acquisition and development of further companies and products, and for enhancing and monitoring existing financial and management reporting systems. The post to be filled offers an outstanding challenge and opportunity for an innovative and entrepreneurial businessman.

Reporting to the Chief Executive, the appointee will be a Chartered Accountant aged between 35 and 45 with considerable financial drive and charisma. Experience in a corporate development role either in industry or the City coupled with a familiarity with the techniques of investment appraisal is essential. Some working knowledge of the handling of Government related projects is desirable.

Interested candidates who meet these demanding criteria should send a detailed CV, including current salary, to Andrew Sales FCCA quoting reference LM879A at Spicer and Pegler Associates, Executive Selection, Friary Court, 65 Crutched Friars, London EC3N 2NP.



Spicer and Pegler Associates
Executive Selection

COMMERCIAL ACCOUNTANT

Greater Manchester up to £20K + Car

This is an exciting opportunity to join a substantial, rapidly expanding, successful company engaged in domestic, commercial and industrial improvement and refurbishment. With quality products and prestigious contracts, the business is poised for future growth.

Reporting to the Finance Director, the Commercial Accountant will be responsible for the accounting function of the non-domestic division.

Duties will include developing financial and management control systems and reporting, contract costing and control and efficient cash-

management.

Candidates must be qualified accountants, probably CIMA, in their 30s with relevant experience in the contracting or construction industry. Able to work in a fast moving environment, they will have a strong personality and good communication skills.

The remuneration will be as indicated and assistance with relocation will be considered where appropriate.

Please write in confidence with career and salary details to Peter C. Evans, quoting reference CA/7A.

KPMG Peat Marwick McLintock

Executive Selection and Search
Century House, 7 Tib Lane, Manchester M2 6DS.

International "Trouble-Shooter"

Central London

circa £23,000+ overseas benefits

Our client, part of a major UK PLC, is a leading international freight forwarding company operating its own subsidiaries in over 20 countries.

Following a substantial acquisition, they now seek to appoint an international financial "trouble-shooter" to strengthen their financial team.

Reporting to the Group Finance Director and working closely with Regional Finance Directors, the successful candidate will be involved in the appraisal and subsequent integration of acquisitions, on-going operations review, systems development and project management.

Candidates for this appointment will be qualified accountants aged 25 to 30 years who have a high degree of flexibility, as it is envisaged that the majority of time spent in any one year will be overseas.

This is an ideal opportunity to move into an international operations role with an expanding organisation which can provide excellent opportunities for further career development.

Interested applicants should write enclosing a full C.V. and quoting reference 13/14 to:-

AGB Executive

178 SLOANE STREET
LONDON SW1X 9QG

Senior Management Accountant

Berkshire

c.£23,000 + car

This major plc, with a turnover in excess of £220m and subsidiaries throughout the world, manufactures and distributes a wide range of industrial-textile products.

As a result of the group's continual expansion, both organically and through acquisition, a Senior Management Accountant is sought to join the small, highly motivated management team at corporate headquarters.

You will principally be responsible for the analysis and consolidation of subsidiaries' monthly reports for submission to the Board. You will also assist in preparing statutory consolidated accounts, corporate planning

and budgeting, and trouble-shooting in newly acquired subsidiaries.

A qualified accountant aged 30-40, with management accounting experience gained in a large manufacturing organisation, would be ideal. Experience of using computerised systems, the ability to work autonomously, and good communicative and administrative skills are essential.

Career prospects are excellent.
To apply, please send cv to Fiona McMillan,
Ref: 1586/FM/FL.

PA Personnel Services

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Hyde Park House, 60a Knightsbridge, London SW1X 7LE.
Tel: 01-235 0860 Telex: 27874

Unique Opportunity

High Calibre A.C.A.

Securities Industry

Our client, a pre-eminent International Securities House, offers an exceptional career opportunity for a graduate Chartered Accountant, probably holding an internal audit or accounting position within the securities or banking sector, but seeking to move away from traditional operational review or line-accounting.

One of a small multi-discipline team, the successful candidate must develop and implement procedures and controls designed to ensure that Group Operations comply with major new external regulatory standards.

Success demands total commitment, a highly professional and creative approach combined with the ability to grasp complex technical and legal issues not normally within an accountant's frame of reference.

The company offers a competitive salary and benefits package and, for the right candidate, excellent career development opportunities.

Interested applicants should send complete career details to Mike Masterson, indicating clearly, in a covering letter the name of any organisation to whom details should not be forwarded.

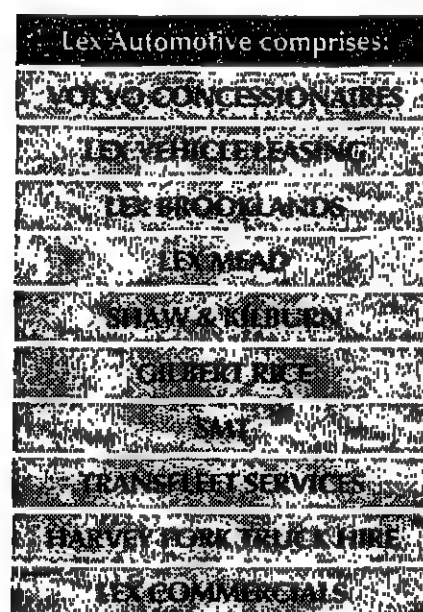
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Financial Recruitment Consultants, 37/41 Bedford Row, London WC1R 4JH. 01-831 1101

EXCEPTIONAL YOUNG ACCOUNTANT

You recognise your potential. We'll realise it.

c.£20k + car



Lex Automotive is an outstandingly successful organisation. We are the foremost automotive group in the UK, increasing market penetration through growth and acquisition.

It is at the Group head office in London that we are looking to appoint an exceptionally talented and recently qualified young graduate Accountant, probably from one of the major Professional Firms, to work directly with the Director of Finance and Planning on key projects related to the far-sighted development of Group business activities.

This is a highly visible role with direct involvement at the heart of the organisation and its future development. It's an outstanding career opportunity for a proven high flyer in their mid 20s, who recognises their own potential to make a significant contribution within a progressive commercial environment.

We believe in developing people to achieve their full potential. The experience you gain will provide a valuable route to further financial or line management roles within the organisation.

The package offered reflects the calibre of person we are looking for - a salary of around £20,000 together with prestige company car and other major benefits.

Please write with full personal and career details, outlining the particular qualities you possess that make you an exceptional candidate for this role to: Christine Sewell, Personnel Administrator, Lex Automotive Limited, Lex House, 17 Connaught Place, London W2 2EL.

Lex
AUTOMOTIVE

Selection Consultants

Central London

Over the last ten years Lloyd Management has gained an acknowledged reputation for providing a high quality selection service. Our client base is impressive, ranging from major multinationals to small developing businesses.

We are now undertaking our most difficult assignment. We are recruiting for ourselves. Keen to expand, we are seeking additional consultants - either individuals or an existing self contained team.

We are only interested in the best. Self sufficiency, professionalism, proven track record and commitment to build a long term future.

as part of a highly personal consultancy are overriding requirements. In return we will provide a remuneration package which will relate directly to your own performance and which will not be bettered elsewhere.

Age is immaterial and although we are all qualified accountants, we are not restricting our search to our own discipline.

Please write with a full career/salary history or telephone

John P. Sleight FCCA
on 01-405 3499
(evenings 01-398 4470).

Lloyd Management

125 High Holborn London WC1V 6QA Selection Consultants 01-405 3499

Stockbroking

Finance & Operations Director

Bristol

c. £60,000

A well respected plc with extensive involvement in the Financial Services Sector, seeks a Finance and Operations Director for its expanding stockbroking business based in Bristol.

Reporting to the Group Managing Director the person appointed will take complete responsibility for effective financial and operational control of both the traditional agency business and the expanding market making operations.

Candidates for this important senior appointment are likely to be aged 35-45 and should have substantial relevant experience in stockbroking or investment management. However, an experienced accountant with proven management and leadership ability may find this appointment an opportunity for moving into the Financial Services Sector.

The remuneration package will include a company car, a performance related bonus and a non-contributory pension scheme. Sufficient flexibility exists to reward an outstanding candidate.

Please reply to Barry Underwood, in strict confidence with details of age, career and salary progression, education and qualifications, quoting reference 5021/PT on both envelope and letter.

Deloitte Haskins + Sells

Management Consultancy Division
P.O. Box 198, Hillgate House, 26 Old Bailey, London EC4M 7PL

ACCOUNTING FOR ENERGY

Amerada Hess is one of the world's major oil producers with worldwide assets of \$5bn and one of the top 10 North Sea operators. At the forefront of technological development for the cost-effective production from today's fields, the company has a firm foundation for growth.

Vital to the success of the operation is an efficient and highly effective accounting function. Careful monitoring and control of its operations has permitted Amerada Hess to react quickly to changing market conditions and this has depended upon the expertise of the close-knit accounting team.

As part of its continued growth Amerada Hess now seeks to recruit four more qualified accountants. Each position offers immediate responsibility and excellent prospects for development within this exciting and challenging industry as well as an attractive remuneration package.

SUPERVISOR

As the involvement of Amerada Hess in the North Sea expands, the need for close supervision of its many operations also increases. The Supervisor will be responsible for all financial and management accounting and for reporting to senior UK and US management.

The position calls for extensive experience of the oil and gas industry and familiarity with UK and US reporting as well as with UK Tax legislation.



A qualified accountant with strong management skills and a minimum of 4 years post-qualification experience will succeed in this role. The role will also appeal to more mature candidates having significant relevant experience. (Ref 7271)

AUDITOR

Operations audit is viewed as a key contributory role within Amerada Hess and an additional auditor is now required to ensure that all facets of the operation are adequately covered. The specialist nature of oil accounting and operations makes this an exceptionally challenging role requiring an accountant with extensive oil industry experience.

A strong personality and well developed communication skills are essential. (Ref 7272)

2 FINANCIAL ACCOUNTANTS

North Sea operations are major investments involving joint ventures. Amerada Hess is a party to nearly 100 of these, which are subject to corporate accounting and reporting requirements, and where Amerada Hess is the operator involve comprehensive reporting to partners.

With the growth of this involvement Amerada Hess needs to strengthen the Joint Venture and Corporate accounting teams and seeks an additional accountant for each. Two years post-qualification experience or equivalent, ideally in the oil industry, is necessary for these positions. (Ref 7273)

If you are seeking a challenging role in one of the most exciting industrial sectors and are looking for a remuneration package that matches up to your ability, please write to Jo Cutmore at Jamieson Scott quoting the above references and enclosing details of your career to date.



PLEASE WRITE, QUOTING RELEVANT REFERENCE NUMBER, TO JO CUTMORE AT

Jamieson Scott

MANAGEMENT SEARCH, LLOYDS AVENUE HOUSE, 6 LLOYDS AVENUE, LONDON EC3N 3AX.

FINANCE DIRECTOR (DESIGNATE)

c. £30,000 + Car

Christie-Tyler PLC, the leading furniture manufacturer in the UK and a member of the Hilledown Holdings Group, has a vacancy for a Finance Director at one of its subsidiary companies. The company, which is based in South Humberside, is fully autonomous and a market leader within the upholstery industry and is currently involved in a major £7 million expansion of its activities.

Candidates, preferably between 28 and 40 years, must be qualified Accountants with previous experience at a senior level in industry or commerce. The person must have sound commercial awareness and be prepared to take an active role in the general management and development of the Company in addition to controlling all financial and administrative aspects.

This is an excellent opportunity in an interesting environment and offers good prospects for further career development within the group. The package includes a basic salary plus a bonus based on results together with benefits which include a car, pension, free life assurance and BUPA and relocation assistance.

Please apply with full career and personal details to:

K.C. O'Sullivan, FCA, Finance Director,
Christie-Tyler PLC, Brynmynyn, Bridgend,
Mid Glamorgan CF32 9LN.



Finance Director

South West

Circa £30,000 + Car

This is a rare opportunity for an accountant with keen commercial awareness to join a company committed to increasing market place penetration through diversification and acquisition. Working closely with the Managing Director, the appointee will need a disciplined approach and strong interpersonal skills to control the integration of this programme.

The company, through its considerable R & D expertise, has become the market leader in a unique range of latest technology products supplied to both the private and public sectors. The successful candidate will have a strong operational remit with both the multi-site manufacturing operations and a fast expanding network of distribution outlets. The ability to motivate a professional accounting team is therefore essential to ensure prompt and accurate financial reporting across all areas of the business.

These exciting growth plans will generate outstanding career prospects. The excellent salary indicated is supported by a comprehensive range of benefits, including full relocation expenses.

Interested applicants (male or female) should send a detailed CV or request an application form on 0625 533364 (24 hours) quoting reference 1230/FT.

Wickland Westcott & Partners

LONDON PARIS BRUSSELS DUBLIN

Executive Selection/Management Development
Springfield House, Water Lane, Wilmslow, Cheshire SK9 5QS.
Telephone: (0625) 532446.

ACCOUNTING MANAGERS

TWO VERY SPECIAL OPPORTUNITIES

£27K PACKAGES INCLUDING CARS SOLIHULL

3i has set new standards in the creative use of money. A highly successful private sector group, we provide business with long term investment capital through innovative, individual schemes.

We are in the process of restructuring our Accounts Departments in order to improve our accounting controls. This, plus internal promotion, means we are now looking for two very capable, qualified Accountants with extensive post-qualification experience.

MANAGER DIVISIONAL ACCOUNTING
To support 3i's specialist operating Divisions; responsible for 9 staff.

MANAGER INVESTMENT ACCOUNTING
To handle the accounting for 3i's investment portfolio; responsible for 16 staff.

You will need proven technical expertise in accounting methods and demonstrated ability to handle others as well as considerable drive and flair. If you can also bring creativity and decision-making skills to bear in our highly professional environment, you can anticipate variety and scope, few if any other investment sector posts can offer you.

Based in our modern, superbly equipped Solihull offices, we offer a very attractive financial sector package including a company car, concessionary mortgage, free medical insurance, non-contributory pension and generous relocation assistance if appropriate.

To apply, please contact Paula Bates on 021-704 5181 for an application form. Investors in Industry plc, 31 Homer Road, Solihull, W. Midlands B91 3QA.



A WEALTH OF EXPERIENCE

Financial Controller/Director Designate

c£20,000+car +benefits

Hampshire

LINK MANAGEMENT SELECTION

This Motor Group is a young, dynamic company and part of a Group of companies committed to continued growth and success.

A Financial Controller/Director Designate is needed to join an enthusiastic management team at the new £1.5m premises, including offices and showroom. Key responsibilities will include the management and development of accounting services to the Motor Group, financial planning and control, improving profitability, formulating a business planning strategy and performing company secretarial duties. Reporting to the M.D. and with 20 staff on 4 sites, you must show management capability and be able to work under pressure to tight deadlines.

Aged under 35, you should be professionally qualified with a few years experience in a dealership. Experience of DARTS or similar is preferred.

Please write with c.v. or call Mrs S Kellaway, LINK Management Selection, 51/53 London Road, Southampton SO1 2AD. Tel: 0703 339442.

A Member of the LINK Recruitment Group Limited

Financial Manager

£22 - £24,000 + car, travel and other benefits

Following an internal promotion, we wish to recruit a commercially experienced qualified accountant (ACA/ACCA) to take full responsibility for the financial accounting within the Company.

Experience of computerised systems will be essential in this demanding and wide ranging role.

The position, which reports directly to the Financial Controller, calls for a highly ambitious, self-motivated individual seeking a career move into an extremely fast-moving and energetic environment. In your late twenties, you will have proven technical ability and be prepared to manage a team of around 30.

Please reply in strictest confidence, enclosing a full C.V. to: Mr P. King, Personnel Manager UK, Thomson Holidays, Greater London House, Hampstead Road, LONDON NW1 7SD.



FINANCIAL DIRECTOR DESIGNATE

Peak District Derbyshire

c£25K + bonus, car, pension, medical ins
Age indicator mid-30's

This expanding, privately-owned and profitable £4 million pa company, the market-leader in its field, is currently consolidating a recent acquisition and undertaking substantial investment in new plant and equipment.

A top flight professional, fully qualified and computer literate, is needed to improve and integrate management information systems and take full responsibility for management of the financial function.

The successful candidate must have a broad financial experience gained within a manufacturing environment and should have the determination and business acumen necessary to succeed in a very competitive international marketplace.

Excellent remuneration and career prospects, coupled with the challenge of making a personal contribution to the direction and success of the company, will provide an outstanding incentive.

For further details and an application form, please write to Mr V. Burke, Senior Consultant - Human Resources, 3i Consultants Ltd., 34 Park Cross Street, Leeds LS1 2QH, or telephone Leeds (0532) 459469 (24 hour reply service), quoting Ref: NR/885.



3i Consultants Ltd
Human Resources Division

ACCOUNTING IN THE CITY

FINANCIAL CONTROLLER
£30,000+ Generous Benefits Package

The merchant banking division of a substantial international bank is seeking a qualified ACA, aged 28-33, with proven line management experience. Your role will encompass complete responsibility for the provision of financial information, streamlining the accounting operations and further systems enhancement. This is an excellent route to further your career in a prestigious bank and gain exposure to the most recent banking products.

Ref: SA0457

INFORMATION MANAGEMENT
c£28,000+ Car + Bank Benefits

A strong career moulding role in a bank with global perspectives, which will involve you in systems development, structural reorganisation and direct control of management information. Your ability to identify precise requirements for information and the capability to communicate with the highest level of management will be important skills. You should be a qualified accountant aged 25-28 with a record of achievement in financial services.

Ref: RS0479

Telephone or write to Richard Small on 01-256 5041 (out of hours 023-065 286)



Management Personnel

Recruitment Selection & Search
10 Finsbury Square, LONDON EC2A 1AD.

Company Secretary

Central London £25,000+car +benefits

Our client, part of a major UK PLC, is a leading international freight forwarding company operating its own subsidiaries in over 20 countries.

Following a substantial acquisition, they now seek to appoint a Company Secretary who will report to the Group Finance Director. The main responsibilities will be general secretarial practice, office and property management, annual returns, legal and statutory work and pension administration.

Candidates for this appointment will be experienced Company Secretaries/Accountants, aged 40 to 50 years, who are seeking a new and challenging role in an expanding and successful international Group.

Interested applicants should write, enclosing a full C.V. and quoting reference 13/13 to:-

AGB Executive

173 SLOANE STREET
LONDON SW1X 9QG

مكتبة

Chief Accountant

Key position
for career progression
WEST END

c.£20,000 + excellent benefits

Our client is a large rapidly growing organisation which provides professional indemnity insurance. With customers throughout the world, its turnover is in excess of \$35 million and has a substantial investment portfolio. A Chief Accountant is now required to lead and direct the accounting team. Reporting to the Financial Controller who is the Chief Financial Officer, the Chief Accountant will supervise a department of ten staff and ensure that systems and procedures are in place in order to produce an accurate monthly ledger from a computer based accounting system.

The need is for a young, determined and capable ACA/ACCA with good man-management skills and the ability to liaise with the Management Accountant and other departments. Aptitude for problem-solving in a high volume environment is an absolute requirement.

Career prospects are excellent. If you believe you are up to this challenge, send a concise CV with salary history to Steve McBride.

ROBSON RHODES

Chartered Accountants

Management Consultancy Division
184, City Road, London, EC1Y 2NU.

Major opportunity for a management accountant with broad business horizons: secure your future with a Fortune 500 corporation.

European Internal Auditor

to c£23,000 + car. UK-based

Reporting to the European Audit Manager (whose office is in Holland) your role will be to guide and assist your colleagues in business, financial, manufacturing, marketing and sales management throughout Europe to achieve efficiencies and long-term business success through the maintenance of a corporate culture which is dedicated to growing the bottom line.

- participating in the planning of the European audit strategy;
- performing operational (c.70% of time) and financial (c.30%) audits;
- identifying and reporting on opportunities to leverage profitability/invest perceived threats to operating effectiveness.

Probably 28-plus; ICMA or perhaps ACCA or equivalent and must have a business studies qualification; 5-10 years' experience—mostly at wholly owned leading-edge manufacturing companies; with a domestic base which enables you to travel extensively in the UK and elsewhere in Europe—you'll relish new challenges and thrive in this high profile role. Write now with succinct, relevant career summary and salary statement, or telephone Roger Stephens/Ann Judge for a brief initial discussion. Ref: 8736.

Roger Stephens & Associates

Management - Search - Selection
Chequers House, 1-3 Park Street, Old Hatfield,
Herts AL9 5AT. Telephone: 07072 73361/2.

Financial Controller

East Midlands
c.£20k package + car + benefits

Our client, a £13 million turnover company, is part of an international group of manufacturing and distribution companies. Due to continued expansion and future development plans, they wish to appoint an experienced and self-motivated accountant to fill a challenging role in the head of the finance function.

Reporting to the Managing Director, the job holder will be responsible for providing a complete and efficient financial and management accounting service including liaison with the overseas parent.

Candidates should be qualified accountants whose career to date has provided:

- Experience in an industrial environment;
- Management responsibility in an accounting department;
- Exposure to computer systems.

To match a high level of technical expertise, candidates should also be able to display:

- A high degree of commercial awareness;
- The ability to organise and lead a staff;
- The personality to assist and advise line managers.

There are prospects of further advancement for the right individual and assistance with relocation expenses will be given where appropriate.

Applications should be made in confidence with full personal and career details to Paul Clibby, Spicer and Pegler, Chartered Accountants, Clumber Avenue, Sherwood Rise, Nottingham, NG5 2AH.

Spicer and Pegler

Chartered Accountants

Expanding City Insurance Broker

requires
FULL-TIME QUALIFIED ACCOUNTANT
with some Lloyd's experience, salary negotiable
Write with full cv to Box A0008
Financial Times, 10 Cannon Street, London EC4A 3DF



IMPERIAL TRIDENT

'IN THE NEWS' Financial Accountant

c. £25k + package

As we announced last week, Trident Life and Imperial Life have joined forces to create a new and impressive force in the financial services sector. With the support of our parent company, the Canadian-based Laurentian Group, Imperial Trident is now ideally positioned to establish and consolidate a dominant position in the life assurance industry.

You will be responsible for the production of statutory and management accounts for senior managers at home and abroad,

shareholders and the Department of Trade and Industry. Working to rigorous deadlines in a pressured environment, you must have the leadership skills and flair for communication necessary to manage a 20-strong team.

Aged over 30, you must be a qualified accountant with a strong track record in a progressive, profit-oriented environment. Proven management ability is essential.

Salary will be supported by a car, family medical insurance, bonus, pension, life assurance and relocation assistance where appropriate. By the end of 1988, we will be moving our centre of operations from Gloucester city centre to a purpose-built office complex in the superb rural surroundings of Barnwood, Gloucestershire.

Please write with full CV to: Alan Austin, Personnel Director, Imperial Trident, 69 London Road, Gloucester GL1 3LE, or telephone Helen McCulloch for an application form, on 0452 500500.

Operations Manager

Futures and Options
Package c.£50,000

Our client is a self-sufficient subsidiary of a major international financial services group based in London. The company is a significant participant in the futures and options markets worldwide with a strong institutional and trade client base.

The Operations Manager is responsible for a team of 20 staff engaged in client margining, US and London clearing (including deliveries) and DP support. The successful applicant will have a minimum of 10 years' experience in the futures industry and may possess a formal accounting qualification. In addition to technical expertise and risk management awareness we are looking for a strong man manager able to lead and motivate a team who must respond to the pressures of daily deadlines. A working knowledge of computer based futures accounting systems is essential.

An initial remuneration package of c.£50,000 pa is envisaged plus normal executive benefits. Career development prospects within this highly innovative company are excellent, and will be limited only by the ability and aspirations of the successful candidate.

Applications in strict confidence under reference OM18347/FT will be forwarded unopened to our client unless you list companies to which they should not be sent in a covering letter marked for the attention of the Security Manager.

**Campbell-Johnston
Recruitment Advertising Limited**

3 London Wall Buildings, London Wall, London EC2M 5PJ.

Finance director

Leeds, c£25,000 package + car



In a business infamous for short-term failures, this company can demonstrate nine years of sustained and profitable growth. Their prime activity is the development of computer software which, along with appropriate hardware, is mainly distributed to major clients in the financial services sector.

The company expects to double in size this year and your role in this new position will be to produce the controls to regulate growth of this magnitude. Emphasis will be on developing effective MIS, ensuring cash control and the firm management of the accounts function.

You must be a qualified accountant and almost certainly aged around 30. Your abilities in developing systems and managing a company's finances must be clearly proven. Though young in years, you will need considerable maturity and commercial acumen to allow you to fit into a small, cohesive team and make an immediate contribution to their financial and commercial development.

Résumés please, including a daytime telephone number, to David Owens, quoting ref. D250.

**Coopers & Lybrand
Executive Selection**

Coopers & Lybrand
Executive Selection
Limited
Albion Court
5 Albion Place
Leeds LS1 6LP

FINANCE DIRECTOR AGED 50+

Central London

Our client is a rapidly-growing mail order publisher planning flotation later this year. Highly profitable turnover is £3M. The appointment of the company's first Finance Director is now appropriate. In addition to being responsible for financial control, he or she will be expected to play a major role in the company's strategic direction—including growth by acquisition.

This is an unusual appointment in that we seek an accountant aged 50+. It would suit someone who has taken early retirement but who retains an appetite for business, now seeking an invigorating second career and who has the presence and communications skills to help to develop a young team. Experience of growth by acquisition and familiarity with computers are essential.

The remuneration package will be designed to meet the successful candidate's circumstances. Stock options could lead to substantial capital. Part-time employment, after an initial period, is feasible.

For further details and an application form please telephone Pat Berry, Human Resources Secretary, on Windsor (0753) 867175 (24 hrs) quoting ref: DM688.



3i Consultants Ltd
Human Resources Division

Accountancy Personnel

Placing Accountants First



Ring Group of
Companies Ltd

For further details, please contact:
Accountancy Personnel,
9 East Parade,
Leeds, LS1 2AL
Tel: 0532 43884

DIVISIONAL FINANCIAL CONTROLLER

Leeds

Attractive Salary plus Car

The Ring Group is an expanding and profitable group of companies with a turnover of over £25m engaged in the manufacture and distribution of lighting, electronic and automotive products.

Reporting to the Divisional Managing Director the Financial Controller will be responsible for the financial administration and data processing of our Automotive and newly formed International Divisions, playing a key role in their future development.

Applications are invited from qualified accountants aged 28-35 who have a track record of achievement preferably within a manufacturing based environment and have the capacity to develop at the pace being generated within the organisation.

The terms and conditions of employment will reflect the importance of this new post and will include the provision of a company car and benefits commensurate with a large organisation.



For further details, please contact:
Accountancy Personnel,
Bristol & West House,
10 Regent Circus,
Swindon, SN1 1PP
Telephone: 0793 612211

FINANCIAL CONTROLLER

Swindon

£17-20,000 + Car

Our Swindon based client, Isotron plc, provides services mainly to the medical industry. The company obtained a full listing in 1985 and is well placed for future expansion.

An excellent opportunity now exists for a qualified accountant, preferably Chartered and aged 28-35, with at least two years industrial experience.

The position involves management of the finance department, monthly reporting, budgets, taxation matters, and the development of more sophisticated management information systems. There are definite Board prospects and relocation assistance would be provided where necessary.



COMPUTERS + COMMUNICATIONS

For further details, please contact:
Accountancy Personnel,
Clarendon House,
3641 Bridge Street,
Northampton, NN1 1NG
Telephone: 0604 21733

FINANCIAL ACCOUNTANT/COMPANY SECRETARY DESIGNATE

Northants

c£17,000 + Car

Exciting opportunity for an enterprising, dynamic individual, ideally CACA/ACA/ACIS within a progressive and expanding hi-tech computer and communications company currently awaiting PLC status.

The successful candidate must have proven experience of all financial accounting procedures, especially cash management and have the flair and ability to communicate with personnel at all levels.

This is a very senior and challenging position requiring hard work and dedication. The rewards and future prospects are outstanding.

Please write or telephone in the strictest confidence to Miss C. Ward.



ACCOUNTANCY IN MUSIC MANAGER/ASSISTANT MANAGER

EC4

£18,000-22,000

An opportunity to move away from typical audit assignments and to become closely associated with the music industry is offered by this successful medium-sized City Practice.

An increasingly high profile reputation within the music industry has resulted in a growing need for key, quality staff.

Your brief is to co-ordinate and develop relationships with music clients as part of your responsibility for the management of these audits.

Applications are invited from qualified accountants who possess good communication skills and enthusiasm for the music industry. Some exposure to royalty accounting within a commercial or public practice environment would be an advantage, as would ambition, motivation and a versatile approach. Ref: JAS 4011.

GROUP FINANCIAL EXECUTIVE

Telford c.£25,000 + Car + Bonus

Our clients are a major diversified public group currently engaged in a period of rapid expansion, both organic and by acquisition. The group has interests in materials handling and storage; office equipment; and engineering.

A new position of Group Financial Executive, reporting to the Group Finance Director, has been created to assist in this programme of growth. This represents an exciting and challenging opportunity, and responsibilities will include:

- the review and investigation of potential acquisitions, acting as main point of contact for the City;
- involvement in negotiations to purchase suitable companies;
- all aspects of corporate planning, and
- 'trouble-shooting' in problem subsidiaries.

Such a demanding role is clearly only open to those candidates who can demonstrate strong commercial/financial acumen, coupled with a sound working knowledge of acquisition and corporate planning work. Such experience should have been gained at group level within a public company.

Excellent future career and salary prospects are available for a talented and ambitious individual. Applicants must be qualified accountants with several years' post qualifying experience in industry/commerce.

Please apply, in writing, with full career and salary history details, quoting reference W0052.84, to Louise Chapman.



Peat Marwick McLintock

Executive Selection

Peat House, 45 Church Street, Birmingham B3 2DL.

YOUNG ACA FOR INVESTMENT BANKING

Could you monitor FX exposure in a complex trading environment?

c. £20k PLUS BONUS AND BANKING BENEFITS CITY

For a recently qualified ACA whose Foreign Exchange accounting experience has been gained either within practice or with a bank, this is an outstanding opportunity to further develop your skills in the emerging discipline of FX exposure, monitoring and control.

Our client is a leading US investment banking firm with a truly international presence and considerable influence in all sectors of the industry. Increased trading activity means they are now looking to strengthen the small City based 'business unit control' team that closely monitors a multi-billion dollar, multi-currency FX balance sheet.

It's a demanding environment, one that will not only involve you in management reporting and control, but also in a variety of other interesting work. Developing and implementing PC based reporting systems; close liaison with business

units to grasp the implications of complex products; accounting for foreign exchange trading; the analysis of specific strategies together with other ad-hoc project and investigative work will all form part of a wide ranging and very visible role. A role that will give you a broad business overview and position you for a range of career development opportunities.

The attractive salary and bonus package is backed by a full range of banking benefits, and relocation expenses will be offered if appropriate.

Please send a cv, together with a covering letter detailing your relevant experience and the name of any organisation to which your application should not be forwarded.

Alun Spillman, Director (Ref 391), Associates in Advertising, Columbia House, 69 Aldwych, London, WC2B 4DX.

associates
IN ADVERTISING

INVESTMENT COMMUNICATIONS

That vital link between us... and the market

Fidelity is one of the world's largest privately-owned investment groups. Our status has been achieved by identifying an appropriate strategy for each of the investment markets in which we operate and adopting a universal approach to follow that strategy. Effective communication within our organisation is therefore critical and in response we are now looking for an investment professional to appoint as Investment Communications Manager.

The major responsibility of this role will be to ensure a thorough understanding of our investment thinking in various markets, including the strategy of our Unit Trusts and offshore funds, by providing a vital link between our Investment Fund Managers and our Sales/Marketing teams, on a global scale. This communication of Fidelity's investment strategy will extend to the promotion of our image as an Investment House to other institutions, to the press, and, naturally, to our client base.

It is an important liaison role which requires a number of qualities: sound analytical ability gained from an investment analysis background, preferably with an institutional broker; a thorough understanding of global stock markets, plus written and oral communication skills of the highest order, which include the capability to make presentations to a variety of audiences.

We expect the suitable candidate to be aged at least 27 and either a graduate or someone with a depth of market experience.

In return we will offer a salary in the region of £25K, depending on experience level, plus a generous package of benefits.

Please write to Sue Lingham, Fidelity International, 25 Lovat Lane, London EC3R 8LL.



BERMUDA-BOSTON-HONG KONG-JERSEY-LONDON-NEW YORK-SAN FRANCISCO-SYDNEY-TOKYO

Finance Director

Suffolk Circa £25,000 + Car

This is a new Board appointment with a £10m market leader, now committed to an accelerated programme of investment and growth. This highly profitable subsidiary of a medium sized plc manufactures and markets a specialist range of quality products for home and major overseas sectors.

Applicants must be qualified accountants in their mid 30s with the maturity and commercial awareness necessary to play a strategic role in the continued profitable growth of the business. Broad-based financial knowledge will ideally include experience in multi-product production operations. The ability to develop existing computerised systems is also important to meet the increasing management information needs of a fast expanding company.

The negotiable salary indicated will be supported by an attractive benefits package and full relocation expenses where applicable.

Interested applicants (male or female) should send a detailed CV or request an application form on 0625 533364 (24 hours) quoting reference 1232/FT.

Wickland Westcott & Partners

LONDON DART BRUNNEN HUBLIN

Executive Selection/Management Development
Springfield House, Water Lane, Wilmslow, Cheshire SK9 5QS.
Telephone: (0625) 532446.

FINANCE DIRECTOR

Berkshire c£25,000 + Car

Our client is a medium-sized service company within a substantial and rapidly growing industrial conglomerate.

It now seeks a Finance Director to work closely with the Managing Director in ensuring the profitable growth of the company. Standard responsibilities cover period and statutory reporting, financial control, systems development and treasury.

The successful candidate will be a qualified accountant aged 28-35 who can demonstrate strong business and communication skills as well as the ability to develop management information systems.

Please reply in confidence with a comprehensive curriculum vitae including details of current remuneration and a daytime telephone number to D. E. SHRIBMAN.

HUDSON SHRIBMAN

THE COMPLETE FINANCIAL SELECTION SERVICE

Vernon House, Sicilian Avenue, London WC1A 2QH. Tel: 01-831 2323

PARTNER DESIGNATE PUBLIC PRACTICE

£23,000 + CAR

We are retained by an expanding sole practice with 8 staff, based in South East London, who seek an ambitious commercially minded individual to enhance a 50% per annum growth potential, and achieve full Partnership within 2 years. The practice is strongly business orientated with up to date systems, and its success is based on a modern approach to marketing and the provision of 1st class professional services. Applications are invited from Qualified A.C.A.s, 26 - 30, who can demonstrate a successful career to date in public practice with broad based experience in audit, tax, accounting and systems. Above average communications skills and personality are essential for the successful candidate to influence the development of the practice. He/she must also relish the opportunity to develop their career within a small and highly progressive organisation.

Please write enclosing full C.V. to Alex Steele at the address below, or call him on Epsom (03727) 44311 for further information.

Resource & Development Ltd.
SEARCH • SELECTION • APPRAISAL • TRAINING
RESOURCE HOUSE, 1A HIGH STREET, EPSOM, SURREY KT9 1AD

Financial Director

Manufacturing
West Midlands
c £30,000, Car, Benefits

A superb opportunity for an ambitious, experienced professional to make a major contribution to the management and future development of this £40m turnover operation, part of a well known International Group. Our client has a base in supplying a leading range of quality products to the building/construction and engineering industries, but is rapidly diversifying into other market areas. Reporting to the Managing Director, responsibility will be for the complete financial, accounting and company secretarial functions. The successful candidate will play a leading role in ensuring the future growth of the business. Applicants, aged 35-45, qualified to ACA/ACMA, must demonstrate a proven track record to senior level gained within a manufacturing/engineering environment. Technical expertise, experience of large company operations, and practised communication skills are all necessary factors. Relocation as required.

Male or female candidates should submit in confidence a comprehensive C.V. or telephone for a Personal History Form to: J.H. Wright, Hoggett Bowers plc, 13 Frederick Road, Edgbaston, BIRMINGHAM, B15 1JD, 021-455 7575. Quoting Ref: B13025/FT

Hoggett Bowers

Executive Search and Selection Consultants

BIRMINGHAM, BRISTOL, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD and WINDSOR

STOREHOUSE

Group Financial Accountant

c. £23,000 + Car

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Please apply directly to Jeff Groat at Robert Half, Freepost, Roman House, Wood Street, London, EC2B 2JQ. Telephone 01-638 5191, evenings 01-948 4712.



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The remuneration package reflects the importance placed on this position and will include share options in due course.

Please write - In confidence - with full career details to Nigel Bates, FCA, ref. B.34009.

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Please apply in confidence with full career details to:

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The successful candidate will be qualified ACA or ATII, or possibly a Barrister from tax chambers, aged between 30 and 35. The remuneration package will be attractive and reflect the importance of the position. Some fluency, preferably in Spanish, or one other European language, would be an advantage.

Please send a detailed CV or telephone in confidence to:

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SAL: Neg AGE: 30-35

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SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Thursday July 9 1987

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GE opens second quarter reporting with 16% rise in income

BY WILLIAM HALL IN NEW YORK

GENERAL ELECTRIC, the sixth biggest US corporation in terms of annual sales, yesterday signalled the start of the second quarter reporting season for Corporate America by posting a 16 per cent rise in net income to \$726m.

Mr John F Welch, GE's chairman, said that the strong second quarter earnings were in line with the group's expectations for the entire year.

GE's earnings rose by 9 per cent in calendar 1986 and 16 per cent in the first quarter of 1987.

Mr Welch said the latest results "reinforce our confidence in strong GE earnings for the remainder of 1987."

GE benefited from strong revenue growth - particularly in financial services, aircraft engines, plastics and medical systems - and strong operating results in a number of businesses, reflecting steady progress to strengthen its competitiveness.

Second quarter sales rose 23 per cent to \$9.56bn helped by a full three-months contribution from RCA Corporation, which GE acquired for \$6.45m in June 1986. Earnings per share, reflecting a two-for-one stock split in April, rose by 11 cents to 79 cents.

The group's financial services earnings were substantially ahead of a year ago with much higher earnings from GE Credit Corporation and Employers Reinsurance Corporation more than offsetting the effect of the special provisions at Kidder, Peabody, its New York investment banking subsidiary, which is paying \$23.5m to settle insider trading charges made by the US Securities and Exchange Commission.

GE's materials businesses had "substantially higher operating profit on good revenue increases" and the group's main appliances had "much higher operating profit on very strong revenue increases in all of its core product lines."

United Airlines boosts earnings at Allegis

BY ANATOLE KALETSKY IN NEW YORK

ALLEGIS, the Chicago-based travel conglomerate which has announced plans to sell off its non-airline subsidiaries, made net profits of \$73.4m or \$1.29 a share in the second quarter, almost four times the \$18.3m or 41 cents it earned in the same period last year.

The higher profits were due entirely to a turnaround in the United Airlines subsidiary, which was crippled by a costly strike last year. The company's hotel and car rental businesses, which are now up for sale, showed no improvement in their underlying performance.

For the first six months of 1987, Allegis earnings were running at \$42.8m or 79 cents a share, less than the second quarter's figure because of a \$30.5m loss in the first three months of the year. The company's revenues were \$2.85bn in the second quarter and \$5.25bn in the last six months, up from \$2.36bn and \$4.32bn respectively.

The breakdown by business sector showed United Airlines making a net profit of \$68.8m on revenues of \$2.1bn in the last quarter, up from earnings of \$10.3m on \$1.8bn in revenues the year before.

James Buchan in New York examines the implications of the \$2.6bn takeover of A.H. Robins

Rorer adopts the Dalkon Shield legacy

IT WAS on the eve of Independence Day that Mr Clarence Robins, great-grandson of the founder of A.H. Robins, signed away his company's independence.

On July 3, Mr Robins, who has presided over soaring profits and a catastrophic bankruptcy at his family pharmaceutical company, reluctantly announced an agreement to merge with Rorer, an aggressive marketer of non-prescription drugs.

The \$2.6bn merger, which could create the sixth-largest US over-the-counter drug company, with sales of \$1.5bn, has the approval of Robins' shareholders, including the Robins family of Richmond, Virginia, which owns some 42 per cent of the company's stock.

But the key to the company's future does not lie with its shareholders. The real owners of A.H. Robins are lawyers - representing 320,000 women who claim to have been injured by the Dalkon Shield intra-uterine contraceptive device, marketed by Robins in the US and overseas from 1971 to 1975.

These claimants, who forced Mr Robins to seek the protection of Chapter 11 of the US Bankruptcy Code in August 1985, could still reject the merger and cause the liquidation of Robins, which listed

\$275m in cash and gross assets of \$880m in its last quarterly report.

Last Friday's agreement may be just one more skirmish in the decade-long battle over liability for the Dalkon Shield, which women say caused sterility, abortion, peritonitis and infection. As in previous proposals to lead Robins out of bankruptcy, Rorer wants to insulate the combined company from future liability by establishing trusts to the value of \$1.75bn to settle claims from injured women.

But Mr Murray Drabkin, 57, the hard-bargaining lead counsel for the women, complains angrily that Rorer is also offering to pay trade and bank creditors in full and buy out shareholders with securities worth \$30 a share or \$725m. He notes that Robins was trading at under \$8 a share at the close of last year. "The major problem is that it rewards the wrongdoers, that is the Robins family," he says.

But one way or the other, the agreement does mark the end of Robins' family control of the 121-year-old company, which makes such well-known products as Robitussin cough syrup and Chap-Stick, the lip treatment.

The end has not come easily for Mr Robins. A neat, quiet Virginian,

Mr Robins' single-minded campaign to protect the company and its independence has infuriated lawyers, shareholders and even the presiding judge in the Bankruptcy Court ... but "he adopted the poorest strategy possible to turn a large problem into a spectacularly large problem."

Mr Robins, 43, who took over from his father as chief executive in 1978, has never publicly expressed regret for selling the Dalkon Shield or admitted there was anything wrong with it.

Regarded as an able manager of operations, who has more than doubled sales and earnings from the company's mature products to \$790m and \$82m respectively, he is widely seen to have been a disaster in Chapter 11. "He adopted the poorest strategy possible to turn a large problem into a spectacularly large problem," says Mr Charles Street, an analyst of troubled and reorganised companies at Bateman Eichler in Los Angeles.

Mr Robins' single-minded campaign to protect the company and its independence has infuriated the women's lawyers, outside

shareholders and even the presiding judge in the US Bankruptcy Court in Richmond. Judge Robert Merhige last year repeatedly accused Robins officials of "subterfuge" in making payments (to executives, among others) without court permission.

When Mr Robins' stalling in February helped cause American Home Products, the over-the-counter drug group, to drop an offer for the company that could have been worth over \$2bn to shareholders, trade creditors and the women, Judge Merhige apparently lost patience.

He summoned the principals to his chambers in Richmond and announced that a court-appointed examiner would oversee future sale negotiations. Although such carriage-trade

companies as Merrell Dow and Pfizer also flirted with Robins' highly profitable over-the-counter franchise, they shied away from the odium associated with the Dalkon Shield, as well as a potential liability that even Robins - whose insurers paid out more than \$500m in claims before Chapter 11 - estimates at \$710m to \$1bn. Only the little-known Rorer and its English-born chief executive, Mr Robert Cawthorn, have persevered.

Until Mr Cawthorn, 51, took over at the Fort Washington, Pennsylvania, company, Rorer was a lacklustre business lacking in research and dependent on a declining product, the antacid Maalox. Sales and profits in 1985, at \$338m and \$30m respectively, were lower than in 1982.

But in early 1988, Mr Cawthorn, a Cambridge graduate, doubled the size of the company with the audacious purchase of Revlon's drug business. "He introduced the concept of leverage to the industry," says Mr Robert Benenza, an analyst at Alex Brown in Boston.

Analysts point out that even after the trusts are funded, the deal makes sense for Rorer. With most US pharmaceutical companies val-

ued very highly by the stock market, "it's the only non-dilutive deal out there," says Mr Street. "This acquisition represents a further doubling of the size of our company," says Ms Susan Atkins, a vice-president of Rorer. "For us, it's worth the aggravation."

But when Mr Cawthorn approached Robins in late March, the company rushed out its own reorganisation plan. Robins would set aside the \$300m in cash in its balance sheet, and raise a further \$800m in junk bonds to back a \$1.75bn letter of credit from Manufacturers Hanover and other banks, which would be drawn down over time to pay off the women's claims. But the family would retain control.

The plan was unenthusiastically received, and not only by the claimants' lawyers. Because of the American Home offer, professional investors and stock speculators (known as "bitraders") had piled into Robins stock, and they had no loyalty to the Robins family. Outside shareholders rebelled at the junk bonds to be issued to back the trusts, which would absorb much of the company's future earnings in debt service.

Pulp and paperboard boost Mead in quarter

BY OUR FINANCIAL STAFF

MEAD, the US paper group, has produced a rise of 41 per cent in net earnings to \$31.9m, or 82 cents a share, from \$22.6m or 59 cents a share for the second quarter to the end of June.

The increase in earnings stemmed largely from improvements in pulp, paperboard, school and office products and from Mead's electronic business.

Earnings for the six months were \$56.1m, or \$1.37 a share, compared

with \$37.2m, or 91 cents a share.

"We are operating well across most of our businesses and anticipate continuing strong demand from our products," Mr Burnell Roberts, chairman and chief executive officer, said. Second-quarter sales were \$1.08bn (\$768m), giving sales for the first six months of \$2.04bn (\$1.45bn).

World demand for pulp remains strong and Mead mills are sold out for the third quarter.

Dow Jones buys French stake

By Our Financial Staff

DOW JONES, the US business publishing group, which owns the Wall Street Journal, has taken a 14 per cent stake in Groupe Expansion, the French business publisher.

Mr Jean-Louis Servan-Schreiber, Expansion chairman, said yesterday that the French group, which owns several business publications in France, would develop a stock exchange information screen service, drawing on Dow's expertise.

Clore acts quickly over Kaiser

BY WILLIAM HALL IN NEW YORK

MR ALAN CLORE, the wealthy British investor who earlier this year won control of Kaiser Aluminum & Chemical Corporation, the world's fifth largest aluminium producer, is moving quickly to liquidate a substantial part of the financially troubled group.

Kaiser announced that it is seeking proposals for the sale of all or part of its industrial and specialty chemicals business and was exploring possible sales or joint ventures of various of its aluminium operations. It has retained Salomon Brothers and Citicorp Investment Bank to help it complete the task.

Mr James S. Pasman, a former vice chairman of Alcoa who was brought in by Mr Clore to be chairman and chief executive of Kaiser Aluminum, the main operating subsidiary, said that the group's chemicals business is "profitable and well positioned in a number of markets."

The Cleveland-based chemicals division, which has annual sales of over \$500m, produces industrial and specialty chemicals and a wide variety of other products.

Mr Pasman said that the group is in the process of examining "each and every facility and business un-

it" in the aluminium division. "The approach we are taking in aluminium is to determine whether there are potential buyers or joint-venture partners with resources greater than ours to develop pieces of the business to their fullest possible potential."

If, as a result of this process, we become convinced that interested and qualified buyers or partners exist and that the prices or joint-venture investments meet our expectations and needs, then we will recommend sales or joint-ventures to our boards of directors," said Mr Pasman.

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THE BANK OF NEW YORK

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7th July, 1987

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1½ per cent. Guaranteed Notes due 1992

with

Warrants

to subscribe for shares of common stock of Glory Ltd.

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30th June, 1987

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(Canon Hanbai Kabushiki Kaisha)

U.S. \$100,000,000

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with

Warrants

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Vereins- und Westbank

S. G. Warburg Securities

INTL. COMPANIES and FINANCE

Kevin Done on the latest twist in the Swedish bio-group's fortunes

US buccaneer stalks Fermenta

HAVING ONLY recently been wrested from the clutches of Mr Refaat El-Sayed, Fermenta, the scandal-beset Swedish antibiotics and chemicals group, could be ensnared for a second time as it is on its way from the frying pan into the fire.

Trans-Resources, the privately-held US holding company, which announced this week that it is planning a \$1.38bn (\$215m) bid for the embattled concern, has itself hardly had time to establish a track record—it was only incorporated in 1985 in Delaware under the name TPR Investment Associates—but its main shareholders, most notably Mr Meshulam Riklis, have a much longer history of causing ripples on the world financial scene.

Mr Riklis's limited partnership World Wide owns 34 per cent of the common stock of Trans-Resources.

As chairman and chief executive of the US conglomerate Rapid-American, Mr Riklis has a reputation for financial buccaneering. He has ridden a financial roller coaster since the 1960s, and controversy has seldom been far from his door. His name has resurfaced most recently in connection with the Guinness scandal in the UK. Mr Riklis participated in the share support operation mounted by Guinness during its bid for Distillers.

Mr Riklis spent an estimated \$100m buying Guinness and Distillers shares during the takeover battle. Schenley, the drinks distribution subsidiary of Rapid-American, distributes whisky and gin in the US for Guinness.

A legal battle is being waged in the US over the circumstances in which the full legal title to the Dewar's White Label whisky and Boddie's Glen trademarks were transferred to Mr Riklis.

Mr Riklis, is also the owner of one of the leading Las Vegas hotel casinos, the Riviera, which



Meshulam Riklis, left, whose Trans-Resources group is eyeing Fermenta, once run by Refaat El-Sayed.

he took through Chapter 11 proceedings of the US bankruptcy code in the early 1980s, and his march through the celebrity columns was hardly slowed by his much publicised marriage to the Hollywood actress and singer Pia Zadora.

Trans-Resources' main asset is its 96 per cent holding in Haifa Chemicals, the Israeli producer of specialty fertilisers and chemicals.

According to a prospectus published in April, when Trans-Resources raised some \$65m through a so-called junk bonds issue managed by Drexel Burnham Lambert, Haifa was established in the mid-1960s to convert potash from the Dead Sea and phosphate rock from the Negev Desert into high value products.

Trans-Resources had a turnover of \$103.5m last year and a pre-tax profit of \$24.5m according to the prospectus. That is a profit margin which certainly raises eyebrows in a fertiliser industry that has been living through harrowing times and squeezed earnings in the last couple of years.

The Trans-Resources board includes Mr Richard Grassman

and Mr Perry Mendel, respectively president and chairman of Kinder-Care, a US operator of child day care centres, but the director who has been leading the negotiations for a takeover of Fermenta is Mr Arie Genger, Trans-Resources chairman and president who owns 20 per cent of the common stock and is also chairman of Haifa Chemicals.

Mr Genger served "in a senior position in the government of Israel" in 1982-83, and has been a close acquaintance of Mr Ariel Sharon, the former Israeli Defence Minister.

Whether Trans-Resources will succeed in its planned bid to take over Fermenta, is still an open question, but there can be no doubting the serious intent of Industrieriden, the Swedish investment company that is Fermenta's main shareholder, to get rid of its embarrassing engagement in the group as quickly as possible.

It is Industrieriden that negotiated the agreement in principle announced this week to transfer all its holding in Trans-Resources, and the first that some Fermenta board

members heard of the plan was a telephone call from Industrieriden to the management company on Monday.

"I have a feeling with Industrieriden that it is a question of the faster the better," said one Fermenta board member yesterday. "The main shareholders would like to get out, and for Industrieriden, it is almost at any price."

Whether Industrieriden has finally found a deal that will hold water after several months of frantic searching remains to be seen.

The planned bid from Trans-Resources—an actual bid is still to materialise—is conditional on three points. An offer must attract at least 90 per cent of the shares, it must be approved by the Swedish Government and most importantly, it must be improved by Fermenta's banks, which helped save the group from the brink of financial collapse earlier this year.

Equally important, though not stated in the communiqué from Industrieriden on Tuesday, is the condition that the offer has repeatedly been laid down by Mr Bert Sjölin, Fermenta chairman and Mr Bertil Holmberg, Fermenta chief executive, that any deal for the sale of the company cannot include Mr Refaat El-Sayed, the ousted former majority shareholder, and chief executive of Fermenta, who is now under criminal investigation in Sweden.

Mr El-Sayed, though discredited at home, has made no secret of the fact that he is still seeking to make a comeback at Fermenta in some shape or form, regardless that he still faces bankruptcy with personal debts of around \$500,000.

Both Industrieriden and Fermenta have denied this week that he has any role in the proposed Trans-Resources deal, but it is known that Mr El-Sayed has a different understanding of his future role.

Cologne Re expects improved earnings

BY HAIG SHAMONIAN IN FRANKFURT

West Germany's second largest reinsurance group, expects gross premium income in 1987 to remain little changed on the previous year.

Nevertheless, preliminary estimates suggest that net profits for 1987 will be about DM 2m-DM 3m higher than the DM 11.5m (\$6.25m) achieved for 1986.

The forecasts are based on receipts of 70 per cent-80 per cent of premium income for the 1986 business year so far. Cologne Re's final results will

not be ready until September. Gross premium income was likely to be less than 1 per cent up on 1986, said Mr Jürgen Zech, chief executive. While

gross income in Germany had risen by about 4 per cent-5 per cent based on the preliminary figures, foreign premium earnings had shrunk because of the strength of the D-Mark.

However, income abroad had gone up in double digits "in virtually every country" when expressed in local currency terms, Mr Zech added.

Foreign business was likely to rise to almost half of group income in 1987, based on present exchange rates, and should increase considerably in future, said Mr Zech.

Net premium income at Cologne Re was likely to go up by about 3-4 per cent overall in 1986, with another increase in Germany.

Last year saw an improvement on the claims front over 1986, according to Mr Zech, leaving room for a further

strengthening of underwriting reserves. There had been few big international disasters, but domestic claims were still running high.

Developing a "more international face" was now one of the group's priorities as foreign markets were likely to grow faster than Cologne Re's home base. Accordingly, the company was investing heavily in both fixed assets and personnel to expand its international coverage.

Dutch copier group checked by weak dollar

BY JANE RUPPETAU

OCE-VAN DER GRINTEN, the Dutch copier company, has reported lacklustre sales and profits for the six months to May. Turnover fell 7 per cent to Fl 888.8m (\$429m) and net profits improved 3 per cent to Fl 39.5m (\$19m).

However, the company said its sales would have shown a 9 per cent rise but for the disposal of a subsidiary and adverse currency rates. About 88 per cent of Oce's sales are outside the Netherlands where most of its manufacturing

takes place. In April Oce sold its troubled Oce-Andeno chemicals subsidiary — its results are not included in the half-year report.

Oce said it was trading comfortably in the US where it has made substantial progress in building up a share—still modest—of the office copier market. Copier sales account for more than half Oce's total group business.

Oce said US expansion is continuing. For the last three years, sales in North and

South America have hovered between 14 per cent and 16 per cent of total group turnover.

Oce copiers compete at the upper end of the market mainly against Xerox, Kodak and Canon, rather than in the faster-growing low and dominated by Japanese suppliers.

With increased orders for its mid-to-high volume machines, Oce believes it is now growing at up to 10 per cent annually, or twice as fast as the industry

average. Oce said sales in its other big line, large dsize and plain paper copiers for the architectural and design engineering market, were off slightly for the six months at Fl 388m, but were 6 per cent higher excluding adverse currency factors.

Oce has about 20 per cent of world business in this market. Oce refused to make sales or earnings projections for the current year because of the uncertainty of exchange rate fluctuations.

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In accordance with the provisions of the Notes, notice is hereby given that for the six months interest period from 9 July, 1987 to 11 January, 1988 the Notes will carry an Interest Rate of 7 1/4% per annum. The interest payable on the relevant interest payment date, 11 January, 1988 against Coupon No.5 will be U.S.\$3,810.42 and U.S.\$381.04 respectively for Notes in denominations of U.S.\$100,000 and U.S.\$10,000.

By The Chase Manhattan Bank, N.A., London
Agent Bank

9 July, 1987



Weekly net asset value

Tokyo Pacific Holdings (Seaboard) N.V.

on 6.7.87 U.S. \$139.25

Listed on the Amsterdam Stock Exchange

Information: Pierson, Hekking & Pierson N.V.
Herengracht 214, 1016 BS Amsterdam.

AIBD BOND INDICES

WEEKLY EUROBOND GUIDE JULY 3, 1987

	Redemption Yield	Change on Week	12 Months High	12 Months Low
US Dollar	9.382	0.433	9.702	8.440
Australian Dollar	13.874	-0.588	14.735	13.206
Canadian Dollar	10.231	-0.107	10.776	9.372
Euroguilder	6.160	1.183	6.250	5.804
Euro Currency Unit	8.608	-0.532	8.882	8.219
Yen	5.848	-0.171	6.450	5.218
Swire	9.953	0.535	11.429	9.443
Deutsche Mark	5.979	0.134	6.556	5.890

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The Kingdom of Belgium

Tranche A: U.S. \$150,000,000
Floating Rate Notes Due 1996

Tranche B: U.S. \$250,000,000
Floating Rate Notes Due 2011

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Tranche A at 7 1/4% interest payable on 11th January, 1988 will amount to U.S.\$3,713.54 per U.S.\$100,000 Note.
Tranche B at 7-21/75% interest payable on 11th January, 1988 will amount to U.S.\$3,322.60 per U.S.\$250,000 Note.

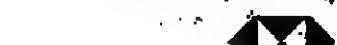
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July 9, 1987, London
By: Citibank, N.A. (CIBS Dept.), Agent Bank

CITIBANK

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UK COMPANY NEWS

Banco de Bilbao
has 5% of Hambros

BY DAVID LASCELLES, BANKING CORRESPONDENT

Banco de Bilbao, one of Spain's largest banks, has acquired a 5 per cent stake in Hambros to provide the basis for a co-operation agreement between the two financial institutions. Banco de Bilbao, which bought the shares in the open market in recent weeks, will also be making a 15-year £25m loan to Hambros.

This is the second such agreement which Hambros has made with a continental bank in recent months. Last October, Istituto Bancario San Paolo di Torino, the Italian bank, bought a 6.5 per cent stake and made a £50m loan to Hambros.

Hambros expects to build up further links with banks in most Continental countries, though they may not involve acquisitions of strategic stakes by the partners.

Sir Michael Butler, the head of the bank's new European

division, said yesterday that Hambros wanted to develop its cross-frontier mergers and acquisitions business, believing that as the European market became more integrated, those banks with links to other countries would benefit most.

The deal with Bilbao is expected to result in a two-way flow of banking and corporate finance business. The two banks will also establish a fund management operation in Guernsey to sell investment products to Spanish investors with the lifting of Spanish foreign exchange controls.

Banco de Bilbao, which will nominate a representative to Hambros board, said the deal was part of its plan to expand international operations and move closer to the London market.

See Lex

Second half acceleration
lifts Asprey by 23%

Asprey, the goldsmith, jeweller and antique dealer, accelerated its growth in the second half of 1986-87 and pre-tax profits emerged 23 per cent up from £10.92m to £13.47m for the year to March 31 last against the 13 per cent improvement shown at the interim stage.

Turnover last year was up from £51.83m to £53.91m but there was a sharp reduction in the increase of finished goods and work in progress, down from £6.54m to £5.78m, and in finished goods for resale, down £9.06m to £7.64m.

Other external charges were higher at £3.7m (£3.06m), staff costs rose from £5.92m to £4.15m but depreciation was down from £518,000 to £428,000. Other operating charges increased sharply, up from £4.81m to £6.73m and other income was down £289,000 to £1.29m. Interest payable amounted to £13,000 (£8,000).

A reduction of nearly £1m in the tax charge to £2.74m left earnings per share over 20p higher at 58.79p (53.07p) and there is a two-for-one scrip issue proposed.

The dividend goes up from 10p to 12p with a recommended final payment of 8.5p (6.5p) per

25p share. The company is quoted on the USM.

■ comment

Asprey outperformed expectations after a much better second half, and delighted the market, which pushed the shares up 125p to close at 960p. It has managed to reduce substantially the loss from its store on New York's Fifth Avenue, and prospects for the better location look good. The company's cash balances are slightly lower after the £41m West End property purchase but should end the current financial year in a healthier state. Its performance is always subject to a certain extent to the whims of the mega-rich: a single item may be worth more than £1m. The outlook for the top end of the UK and tourist markets is encouraging with the oil price keeping Middle Eastern customers flowing in. The tax charge is set to rise, probably to around 32 per cent, and on a profits forecast of £15m and a prospective p/e of just over 17, the shares do not look an unreasonable medium term prospect considering that it has turned in a better performance over the past three years than most other stores.

KIO raises
£87m via
further
share sales

By David Waller

THE Kuwait Investment Office yesterday raised over £87m from the sale of its holdings in Trafalgar House and Norfolk Capital, only a fortnight after selling its 2 per cent stake in Hanson Trust for £75m.

Hoare Govett, the stock-brokers which handled the placing of the Hanson Trust shares, placed 17.65m shares in Trafalgar House with some 50 institutions at 350p, a 5p discount to the opening price of 401p. The shares rose 6p to close at 407p.

The Kuwaitis are believed to have made a profit of about £22m on the sale. The stake, representing under 5 per cent of Trafalgar's equity capital, had been built up over the last decade.

The KIO retained James Capel to place its 14 per cent stake in Norfolk Capital, the hotel group. Some 43.5m shares were placed with institutional investors at 391p per share, a 41p discount to the opening price. The shares closed down 2p at 42p.

In a separate transaction,

the Kuwaitis increased their stake in Wiggins, the electrical retail and rental group,

by 197,000 shares, giving them a total of 1.37m shares,

or 27 per cent of the company's equity.

Scholes says hold

on Delta bid

George H. Scholes, the electrical group, yesterday advised shareholders to take no action with regard to the Delta Group's £71m offer.

Directors of Scholes were understood to be meeting last night to discuss the bid and to be talking with advisers today.

Delta announced its bid late on Tuesday night after the Takeover Panel had noted a sudden rise in the Scholes share price.

The two companies have similar interests in the electrical safety market. Delta supplies industrial and commercial companies via its MEM and Bill Switchgear ranges and Scholes supplies the domestic market via its Wylex range.

Last night, Scholes' share price closed at £6.30, up 160p,

when Lloyds Bank failed in its £1.3bn takeover bid for Standard Chartered last year. The City's takeover rules barred it from trying again for 12 months. The ceasefire ends this Sunday, stirring speculation that Lloyds may come back for another go.

Unfortunately for analysts trying to read Lloyds' intentions and for Standard Chartered as it awaits developments, and even for Lloyds itself as it weighs its options, the situation has become extremely complex. The only thing of which the market seems reasonably certain is that Lloyds will not present a new offer at the crack of dawn on Monday. But it may return later.

Mr Brian Pitman, Lloyds' chief executive, declines to comment on his plans, and Standard Chartered is putting on a brave face. Sir Peter Graham, the chairman, says he expects Standard Chartered will still be an independent bank another 12 months from now. "I hope they do not come back," he commented.

Many questions weigh in the balance of a new bid. Chief among them is whether Lloyds is still interested in making what would be the world's largest bank takeover, and whether it could still afford it in the light of other developments, notably the large provisions for Third World debt which both banks will have to make in the coming weeks.

Lloyds' official position is that it is keeping its options open. Fundamentally, the bank still seems to be interested in acquiring Standard Chartered because the reasons it put forward last year remain valid: it

wants to extend its banking reach into markets where Standard is strong, notably the Pacific and the Far East, and build a strong global institution with the emphasis on conventional banking services.

This case has, if anything, been strengthened by Lloyds' decision last month to withdraw from the UK gilt-edged market and Eurobond dealing. This confirms the impression that Lloyds is less interested in following the fashion for investment banking and is more naturally inclined towards conventional banking, where Standard Chartered's strengths lie.

Significantly, Lloyds has failed to renew its applications with the US regulatory authorities to buy Standard Chartered's subsidiaries in California and Arizona. The applications were lodged during last year's bid but expired at the beginning of this year. They could, presumably, be reactivated quite quickly, but since the delay in approvals last time added a nail-drawing climax to the bid, Lloyds would be certain to lodge its applications early in the event of a new offer.

Analysts agree, however, that Lloyds is unlikely to try another hostile bid, but will make friendly overtures both to Standard Chartered's management and to the three "white squires" who came to its aid last time. Sir Peter said Lloyds had not yet put out any feelers to his in preparation for a new offer.

Among the white squires, Sir Y. K. Pao, the Hong Kong shipping tycoon who has 14.9 per cent of Standard's shares, declined to comment this week on the situation. The other squires are Mr Robert Holmes



Mr Brian Pitman (left) chief executive of Lloyds, and Sir Peter Graham, chairman of Standard Chartered.



a Court of Australia with a similar shareholding, and Tan Sri Khoo, the Malaysian businessman with 7.2 per cent.

Sir Y. K. and Mr Holmes a Court are directors of the bank and, according to Sir Peter, have attended all board meetings either in person or through deputies. Tan Sri Khoo was forced to resign his directorship after his National Bank of Brunei was closed down by the Brunei government.

But all of them are sitting on large paper losses. They bought their shares in the 750p-820p range, but since the bid Standard shares have traded in the 730p-780p range. Last night they closed at 764p. Although the squires' motives in buying these sizeable stakes still look mysterious, their losses might make them more receptive to a new bid. One person who is close to them commented:

"They're not the sort of people who would fight to the last ditch."

Although Standard Chartered has tried hard to boost its performance in the wake of the bid, its profits suffered badly from loan losses last year, and the benefits of its cost-cutting and tougher management approach have yet to show through. But Sir Peter claims: "We're a much more streamlined bank in mid-1987 than we were in mid-1986." Since Lloyds already has 4.9 per cent of Standard Chartered, a deal with the white squires would give it 42 per cent of the shares, putting it within sight of victory.

But there are big obstacles in the way. Lloyds is unlikely to make its offer before it knows the outcome of the Bank of England inquiry into allegations that Standard Char-

tered lent them money during the bid. This inquiry, launched at Standard's own request, could last until the end of this year.

In the meantime both Lloyds and Standard will have to decide what to do about their Third World loans. Lloyds, which has an exposure of over £250m, will need to make additional provisions of £200m-£700m to match the 25-30 per cent level set by other banks in recent weeks. This would wipe out the bulk of the £500m profits which it is expected to make this year.

Similarly, Standard Chartered might have to set aside up to £200m to boost its loan loss reserve out of expected profits this year of some £300m. Standard is also standing firmly by its large but controversial stake in South African banking, which has probably become an even greater deterrent to an acquirer now that Barclays Bank has pulled out of South Africa altogether.

These financial considerations need not prevent Lloyds making a bid. Its share price has risen by over 50 per cent since last July, adding value to a paper offer, and it released £75m of capital when it pulled out of the gifts and Euromarkets. But some imaginative accounting might be needed to put the best gloss on Lloyds' balance sheet.

And if there was a bid, who would advise Standard? Mr Nicholas Jones of Schroders, who helped organise last year's defence, has now gone to Lazard. Sir Peter says: "Schroders are a very satisfactory organisation. They know our bank." Mr Jones comments: "If they want me they know where I am."

Birmingham Mint boosted by acquisitions

MR COLIN PERRY, chairman of the Birmingham Mint Group, revealed yesterday that profits for 1986-87 had risen to £2.23m at the pre-tax level, an improvement of 37 per cent over the previous year's £1.63m.

He said the figures included a good contribution in the past three months from the two acquisitions announced last December.

Good prospects for further growth and progress led him to expect another satisfactory year, particularly in the second half.

For the year to March 28 turnover pushed ahead from £26.57m to £30.78m and operating profits by £402,000 to £2,09m. Pre-tax profits were after adding in other income of £1,139,000 against previous debits of £82,000.

Per share earnings emerged at 18.4p (16.8p) after taking account of a £149,000 rise in tax to £733,000.

The dividend is raised from 6.25p to 6.75p via a final of 4.25p which is payable on the capital enlarged by last December's rights and the issue of shares to fund the two acquisitions — S.J. Bell, Fallow, a metal working operator, for £4.25m and a Wembley-based electrical contracts business for £3.01m.

Mr Perry said the successful integration of the two companies marked the culmination of the first phase of the directors' strategy to create a more broadly based group.

Last month it sold its holding of preference shares in Acis

Jewellery, a USM-quoted retailer, realising a profit of £150,000 over book value.

The stake was bought by Windstorm, a company run by South African-born businessman Mr Darryl Phillips.

Commenting on 1986-87 Mr Perry said the security products division had a successful year, particularly in the foreign coinage activity. The electrical components side also performed well.

He pointed out that the engineering products division was in a phase of high growth. Some substantial new business had been obtained, the most recent from three microwave oven manufacturers. However, some of the contracts had required heavy start-up costs of which £100,000 was expended last year in advance of revenue.

Nonetheless, Mr Perry expected profits from the division to grow strongly later in the current year.

At year-end the group's balance sheet was strong, with no borrowings and a substantial cash surplus.

■ comment

Birmingham Mint is diversifying away from its traditional coinage business into electrical components and engineering products and this year, at least, the move appears well-timed. The Mint will have a hole in its profits as there is little on the horizon to replace the massive rupee contract. But fortunately the acquisition of the Johnson Matthey electrical contacts business has boosted the prospects of the components division and the engineering products sector has won highly lucrative contracts with microwave oven producers. First half figures are likely to be unimpressive with uniform orders still delayed but stronger growth in the second half should push pre-tax profits to £3.7m for the full year. But acquisitions may change that significantly. The shares look fairly rated at 271p, on a prospective p/e of 13.

Conroy adds that the deposit, on the border between Kilkeny and Limerick, would "lead to commercial mining development and become a major source of revenue for the company."

Meanwhile Oliver Resources another Dublin-listed company traded in London said it had signed a joint venture with Synge Resources, a subsidiary of the Canadian group Noranda, to continue exploration of lead-zinc ore bodies at Ballinacree and Harberton Bridge in Ireland.

A third company, Europa Minerals, privately-owned and set up three years ago by former executives of RTI, the natural resources and industrial group, announced that it has completed a £100,000 fund raising for Dana Exploration, an associate prospecting for silver and gold in South West Africa.

Senior purchase

Senior Engineering Group, through its wholly owned subsidiary Senior Engineering (Phoenix) has purchased Mainchem (Linings) and the freehold of its premises for £915,000 cash, of which £75,000 is deferred for three years.

DIVIDENDS ANNOUNCED

	Current	Date	Corres-	Total	Total
	payment	payment	ponding	year	last
Asprey	£8.5	Aug 28	6.5	12	10
BB and EA	1	—	0.87	1.75	1
Birmingham Mint	14.25	Sept 11	4.25	8.75	6.25
Bristol Eve Post	5	Aug 12	4.5	7.75	6.75
First Security	2.7	Sept 17	2.3	4.3	3.5
Fletcher Denys	nil	—	—	1.7	1
Hellas	1.3	Oct 1	1.1	2.5	2.2
Lewmar	11.63	Sept 9	1.54	2.63	1.54
M & G Dial	17.55	Sept 2	15.95	—	32.7
Microsystems	11	Aug 31	9.75	—	2.25
Northamber	2	—	1.3	2	1.3
Southern Business Int	11.7	Aug 20	1.3	—	3.5
Wagon Industrial	16	—	5	10	5.5
Wintrust	4.2	Oct 1	3.6	6.2	5.4

Dividends shown pence per share net except where otherwise stated. * Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ USM stock. § Unquoted stock. ¶ Third market.

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9th July, 1987

July 1987

UK COMPANY NEWS

Paul Cheeseright on Debenham Tewson's flotation
Surveying the market scene

DEBENHAM TEWSON and Cheeseright will later this month become the largest practice of commercial chartered surveyors to be quoted on the Stock Exchange.

The flotation, handled by Kleinwort Benson, is likely to value the company at between \$35m and \$40m. A quarter of the equity is likely to be offered to investors.

Previous share offerings by commercial surveyors—Baker Harris Saunders, Fletcher King and Sinclair Goldsmith—have been readily taken up. Baker Harris was 4.4 times subscribed last October, Fletcher King 2.5 times a month later and Sinclair Goldsmith eight times last February.

In all cases the share prices have risen to high premiums over the issue price as the stocks have responded to the general rise across the property share sector. So with the ice well and truly broken, the arguments for the Debenham Tewson issue look good.

Surveyors are both challenged and threatened by the blurring

BAKER HARRIS ACQUISITION

Baker Harris Saunders announced yesterday that it had acquired Alan G. Hood, the West End of London surveyor.

This is the first time it has used its paper for an acquisition since its flotation last October. The price is the equivalent of 117,500 shares to Hood. Of these shares 48,500 are being placed by Hood and Pittman.

Mr Alan Hood, who founded the practice which bears his name, is joining the Baker Harris board.

of the distinctions between the financial and the property markets. They are offered new opportunities as for the first time, because of deregulation, they are placed in direct contact with the capital markets.

But they are placed under pressure by the spread of the financial institutions into the property sector, as for example in the creation of Morgan Grenfell.

Reactions in the profession have been various, not only about the sort of services the surveyors ought to offer but also how they ought to offer them.

Some practices, like Drivers Jonas, believe that the provision of professional services is best done by owner-managed private

partnerships; only then can the special relationship with client be tended and preserved with confidentiality. Independence is the key to the ability to offer specialist services, free of the pressure of the shareholders and the stock market.

The overriding reason for first incorporation and second for flotation is the need for more capital than is likely to be available from private partners. Those practices which have floated have all mentioned at one time or another the need for extra funds to attract staff and provide the technology they need.

The only agreement among surveyors is that they cannot stand still. Thus there has been a move to take financial experts on—Hillier Parker is an

example of this. There has been a trend towards mergers—Fletcher King bought a retail arm by taking over Peter Hunter, Chesterton Laidlaw has just joined forces with Colliers Bigwood and Bewlay.

The response at Debenham Tewson was first to incorporate. That was done last April. The \$10m or so that will be raised on the market will be used to finance expansion, but in what direction is not yet clear.

The directors are watching carefully the moves towards a new property investment market and they have created an information network with a series of provincial practices. Whether Debenham Tewson would itself become a market maker has not yet been decided.

It is a century older than the three other companies that have sought flotation, and differs from them not only in terms of size but also in geographical spread. Baker Harris had concentrated on the City of London, the other two were mostly based in the south east. But Debenham Tewson, which offers the full range of surveying services and estate agency nationally, has a foreign spread of offices.

Glynwed agreed bid for Plastic

BY PHILIP COGGAN

Glynwed International, the fast-growing Midlands industrial group, yesterday announced a further expansion into plastics with an agreed £7.5m offer for fully-listed Plastic Constructions.

Plastic Constructions, which joined the market in 1970 capitalised at £3m, supplies specialised corrosion-resistant materials and equipment which should slot into Glynwed's distribution businesses. The acquisition forms part of Glynwed's policy of achieving

vertical integration in the markets in which it operates.

In the year ended September 30, 1986, Plastic Constructions made pre-tax profits of £230,000 on turnover of £18.7m but that reflected the adverse effect of currency movements of around £250,000.

Glynwed has a commitment to achieve 20 per cent annual earnings per share growth and has been widely expected to build up its plastics interests. Last month, it bought the

Italian-based Furniture Interiors Polimeri for around £14m.

Terms of the offer are 25 Glynwed shares for every 100 in Plastic Constructions with a cash alternative of 125p per share, compared with Tuesday's closing price of 126p. Directors and their families have agreed to accept the offer in respect of 1.58m shares, 28 per cent of the equity.

J. Henry Schroder Wagg is acting for Glynwed and Hambros for Plastic Constructions.

Debor buys Birkin for £9m

By Alice Rawsthorn
Debor Holdings, the USM quoted lingerie group, will today announce the acquisition of the Birkin Group, the largest and one of the oldest lace manufacturers in the UK, for £9m.

Birkin, which is a privately-owned company, was founded in 1827 and has dominated the British lace industry since the early 1960s when four family firms—all based in Nottingham—merged to form the group. Last year, it made pre-tax profits of £1m on sales of £10m.

Last Friday, Debor's shares were suspended on the USM "pending an announcement." The acquisition, which was concluded yesterday, will be financed by cash and shares. Once the deal is completed, Birkin, which operates five factories, will continue to function as an independent business within Debor Holdings.

In the 1980s, the lace industry has become increasingly automated. Birkin has recently invested around £4m in new machinery and equipment. Having decided that in the future it would require further investment to remain competitive, the management team considered the dual options of going public on the USM, or becoming part of a larger group.

Debor, which is the largest independent bra manufacturer in the UK, has watched its share price rise sharply—from 198p to the suspension price of £30—since it joined the USM in April last year.

Since going public, it has acquired Halls-Models, a manufacturer of nightwear and children's wear, and intends to stage further acquisitions within associated areas of the textile industry.

Montedison listing

Montedison, the Italian chemical group, was yesterday admitted to the Official List of the London Stock Exchange. The introduction was sponsored by Goldman Sachs Equity Securities (UK), and co-sponsored by Hoare Govett and S. G. Warburg Securities.

Montedison is the only Italian company which has its shares listed on the Stock Exchange in London. The listing is the third stage of an international programme which has included the quotation of Montedison's shares in Frankfurt and Paris. The company will also be listed in New York on July 16 and in Zurich by the end of the year.

The Financial Times is proposing publishing this survey on

YORKSHIRE AND HUMBERSIDE

WEDNESDAY JULY 29 1987

For full details, contact:
HUGH WESTMACOTT
on 0252 454989

FINANCIAL TIMES
EUROPEAN BUSINESS NEWSPAPER

T.C.M. INVESTMENTS N.V.
NOTICE IS HEREBY GIVEN to holders of bearer Certificate Deposit Receipts and corresponding certificates of one share of T.C.M. Investments N.V. that the Annual General Meeting of Shareholders of T.C.M. Investments N.V. will be held at 5, John F. Kennedy Way, Willemstad, Curacao on July 30, 1987, at 10.00 a.m.

Curacao
July 6, 1987

Owners Abroad stake sold by ex-chairman

Mr Neil Scott, the former chairman of travel group Owners Abroad who was believed to be considering a consortium bid for his old business, has sold the bulk of his shareholding in Owners.

Mr Scott has disposed of 4.6m shares, or 98 per cent of the equity, to Mr Samuel Dias, a former finance director of Owners and still a consultant to the group. The price for the transaction was 194p a share. This leaves Mr Scott holding 1.72m shares or 2.98 per cent.

Yesterday, Owners said it was "extremely relieved that a long period of uncertainty had come to an end" and added that it believed Mr Dias's stake to be entirely friendly.

Mr Scott, who retired from Owners aged 53 in May, is thought to have approached a number of people about a consortium bid—including Mr Harry Goodman.

Yesterday, shares in Owners eased 2p to 140p.

Allied-Lyons off to good start despite weather

ALL DIVISIONS of Allied Lyons, the drinks and food group, started well in the current year, Sir Derrick Holden-Brown, chairman, told shareholders at the annual meeting.

Sir Derrick said: "In many sectors, the indications are that we are improving market share, although the weather, until last week, was not conducive to the sale of beer and ice cream."

He said: "We are in the process of building a new position in the world market place from which we have every reason to believe that we can achieve growth and a successful future."

Sir Derrick asked a couple of questions on Victoria Wine, Allied's off-licence chain. One shareholder said that profits had declined in the period to 1986 but in 1985-86, Victoria Wine's performance had been "hidden" by being included in the beer division.

had not been "hidden" in another division's results, rather it had been included in that division because of its expertise in retailing, he pointed out.

Building society in rental flat scheme

MORE THAN 100 new flats for rent for students and the elderly are being built in the centre of Cardiff in a joint venture between the City of Cardiff, the Secondary Housing Association for Wales (Shaw Homes), University College and Nationwide Building Society.

Nationwide is providing £2.5m in long-term funding on top of a government urban development grant. The loan is in the form of an index-linked mortgage, in which payments are low to start with but rise with inflation. It is the largest single scheme of its kind ever funded by the society.

This notice complies with the requirements of The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited ("The Stock Exchange") and does not constitute an offer of, or invitation to subscribe for or purchase, any securities. The securities referred to below have not been registered under the United States Securities Act of 1933 and may not, as part of the distribution, be offered, sold or delivered directly or indirectly in the United States or to United States persons.

U.S. \$125,000,000

Prudential Funding Corporation

(Incorporated in State of New Jersey, U.S.A.)

A Subsidiary of

The Prudential Insurance Company of America

8 3/4% Notes Due 1994

The following have agreed to subscribe for the Notes:

Prudential-Bache Capital Funding

Nomura International Limited

Swiss Bank Corporation International Limited

Union Bank of Switzerland (Securities) Limited

Bankers Trust International Limited Daiwa Europe Limited Goldman Sachs International Corp.
IBJ International Limited Merrill Lynch Capital Markets Morgan Guaranty Ltd
Morgan Stanley International Salomon Brothers International Limited S. G. Warburg Securities

Algemene Bank Nederland N.V. BankAmerica Capital Markets Group
Bank of Tokyo Capital Markets Limited Banque Bruxelles Lambert S.A.
Banque Paribas Capital Markets Limited BNP Capital Markets Limited
Caisses Centrales des Banques Populaires Chase Investment Bank
CIBC Capital Markets Crédit Lyonnais Credit Suisse First Boston Limited
DKB International Limited EBC Amro Bank Limited First Chicago Limited
Hambros Bank Limited Kidder, Peabody International Limited
Kreditbank International Group LTCB International Limited
Mitsui Finance International Limited Mitsu Trust International Limited
The Nikko Securities Co., (Europe) Ltd. Nippon Credit International Limited
Orion Royal Bank Limited Société Générale Wood Gundy Inc.
Yamaichi International (Europe) Limited Yasuda Trust Europe Limited

Application has been made to the Council of The Stock Exchange for the Notes, issued at a price of 101 1/4 per cent., to be admitted to the Official List.

Interest on the Notes, calculated as set out in the Exel Card dated July 8, 1987 is payable annually in arrears. The first payment is expected to be made on July 15, 1988.

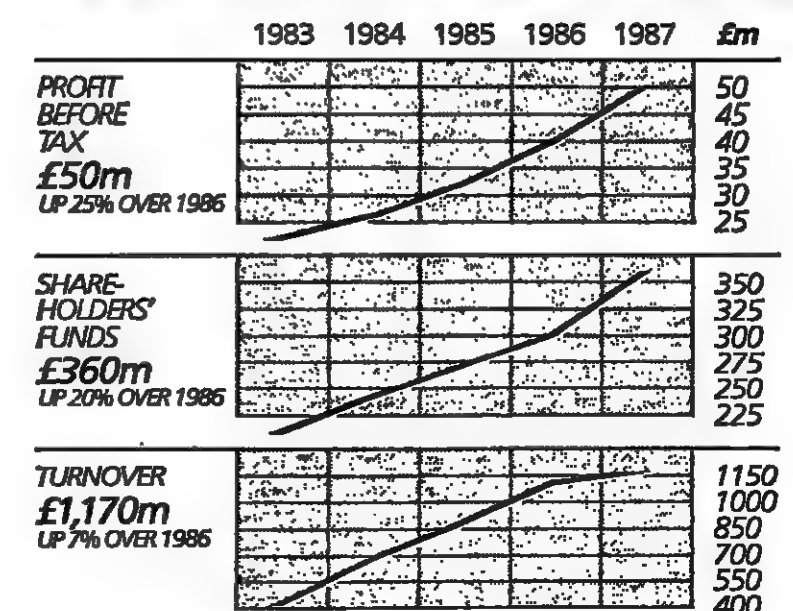
Listing particulars containing information with regard to the U.S. \$125,000,000 8 3/4% Notes Due 1994 of Prudential Funding Corporation are available in the statistical service of Exel Financial Limited and copies may be obtained during usual business hours up to and including July 13, 1987 from the Company Announcements Office of The Stock Exchange and up to and including July 23, 1987 from:

Chase Manhattan Securities
Portland House
72 Basinghall Street
London EC2V 5DP
England

The Chase Manhattan Bank, N.A.
Woolgate House
Coleman Street
London EC2P 2HD
England

July 9, 1987

Another year of sustained growth



1987 was a year of sustained growth with turnover, profits and shareholders' funds rising to record levels.

The Group's three areas of activity, Financial Services, Property and Commerce performed well. The one significant acquisition during the year

was the purchase of the property division of the Rumasa Group from the Spanish Government.

Heron International is confident that the new financial year will take Heron to increased levels of earnings and net worth.



Heron International

Copies of the Report and Accounts for the year ending 31st March 1987 are available on request from the Secretary, Heron International, Heron House, 19 Marylebone Road, London NW1 5JL Telephone 01-486 4477

Greenall Whitley

Public Limited Company

£150,000,000

Multiple Option Facility

Arranged by
COUNTY NATWEST

Underwriting Banks
National Westminster Bank Group

Algemene Bank Nederland N.V. Australia and New Zealand Banking Group Limited
The Dai-ichi Kangyo Bank, Limited The Fuji Bank, Limited
The Industrial Bank of Japan, Limited Midland Bank plc
The Sanwa Bank, Limited Société Générale, London Branch
The Sumitomo Bank, Limited TSB England & Wales plc.

Additional Tender Panel Members

Banque Paribas (London) Baring Brothers & Co., Limited
Credit Suisse Hill Samuel & Co. Limited
Kleinwort Benson Limited Samuel Montagu & Co. Limited
Morgan Grenfell & Co. Limited Swiss Bank Corporation
S. G. Warburg & Co. Ltd.

Facility and Tender Panel Agent
NatWest Investment Bank Limited

& The NatWest Investment Bank Group

This advertisement is issued in compliance with the requirements of the Council of the Stock Exchange. It does not constitute an invitation to the public to subscribe for or purchase shares.



EDINBURGH FUND MANAGERS plc

(Incorporated in Scotland under the Companies Acts 1948 to 1967 - No. 46948)

Share Capital

Authorised
£1,000,000

Ordinary shares of 5p each

Issued and
fully paid
£750,000

The Edinburgh Fund Managers Group manages a range of investment trusts, unit trusts and other funds and has particular expertise in international investment management.

Application has been made to the Council of the Stock Exchange for the admission of the whole of the issued share capital of Edinburgh Fund Managers plc, formerly dealt in on the Unlisted Securities Market, to the Official List. Details relating to Edinburgh Fund Managers plc and the above shares are available in the statistical services maintained by EFTL Financial Limited. Dealings on the Official List are expected to commence on 9th July, 1987.

Copies of the listing particulars may be obtained during usual business hours on any weekday (Saturdays and public holidays excepted) up to and including 22nd July, 1987 from:

Edinburgh Fund Managers plc,
4 Melville Crescent,
Edinburgh
EH3 7JB

Phillips & Drew Limited,
120 Moorgate
London
EC2M 6XP

Further copies will be obtainable for two business days only following 8th July, 1987 from The Company Announcements Office, The Stock Exchange, Threadneedle Street, London EC2

UK COMPANY NEWS

Lewmar declines by 13% to £3m

AS FOREWARNED by the directors in a letter to shareholders early last month Lewmar, manufacturers of equipment and control systems for yachts and power boats, suffered a profits setback in the 1986-87 year.

Turnover for the 12 months to February 28 improved from £16.13m to £17.88m but at the pre-tax level profits fell by 13 per cent, from £3.52m to £2.05m, having been virtually unchanged at the six months' stage.

Mr John Burton, Lewmar's chairman, said yesterday that the results reflected the costs of a number of steps taken to ensure a base was created from which good sales and profits

growth could be achieved in the future.

He pointed out that actual trading conditions were no better than in 1986 and added that sales were also affected by the deferral of a number of large boat contracts.

With an eye on future growth the group expanded its product range during the second half of 1986-87 via the £4.83m acquisition of Lynton-based Brookers & Gatehouse, makers of navigation instruments, and strengthened its marketing subsidiary in Holland.

Additional costs were incurred in research and development to accelerate new product development in selected areas in which Lewmar had

not previously competed.

Earnings for 1986-87 worked through a 8.3p (9.1p) and a final dividend of 1.625p makes a net total of 2.625p. The group obtained a USM quote in July 1987 and paid a final dividend of 1.54p. Had the shares been quoted for the full year dividends would have totalled 2.625p.

Discussions which began in the spring and which could lead to a change in control of Lewmar were continuing.

● comment

Lewmar gave fair warning of its profits fall so it can be seen that the company was not in a position to pay a dividend. Nevertheless, the combination of this and the continuing uncertainty about the future con-

trol of the company saw the shares dip after the announcement and then hover around the closing price of 194p. But the group's prospects look good in three areas: new products, power boats, which it has decided to target as a faster growing area than the largely static sailboat production market, and the non-boat industrial market, where it has just landed a £300,000 contract for rigging to support a glass structure at the Louvre in Paris. Next time should see a first-time contribution from Brookers & Gatehouse, plus some sales deferred from the 1986-87 year. The market expects around £3.78m, which puts it on earnings of 10.2p and a reasonable prospective p/e of just over 13.

Hollas advances by 32% to £1.9m

Hollas Group, Manchester-based fabric and garment dealer, reaped the benefits of a sharp reduction in interest charges in 1986-87 and for the year saw its profits improve from £1.41m to £1.68m pre-tax, an advance of 32 per cent.

Interest charges were cut by £327,000 to £247,000. Tax was also lower at £327,000 (£358,000) and from earnings of 4.3p (3.9p) per 5p share shareholders are to receive a 0.3p lift in their dividend to 2.5p via a final 1.3p.

Following a divestment, turnover for the year to March 31 was little changed at £30.01m compared with £30.55m. Below the line there was an extra gain of £272,000 (£245,000 debit) resulting from the sale of the holding in the Jordans Estate Agency associate.

The garment division again increased its contribution to profits and the yarn sector entered new areas of specialised processing and expanded its activities and profits performance. During the year the group completed the divestment of low margin merchandising activities which had previously contributed more than £2m to sales but little to profit.

The directors said they expected to be able to report improving levels of profitability from the existing divisions by this time next year. They added that they would also continue to examine acquisition possibilities of businesses that would strengthen the group's structure and performance.

Floyd Oil sale to Bula Oil

By Lucy Kellaway

Floyd Oil, the independent oil company, yesterday announced that it had sold its North American interests to Bula Oil, the troubled Irish oil exploration company in an all share deal.

The assets being sold are in Ohio, Michigan, Alabama and Alberta, and together contain about 1bn cu ft of gas. The annual revenues from them are about \$500,000 a year. Bula has paid to the assets, which include cash balances of £81.5m with 22.75m shares.

M & G Dual Trust

For the six months to June 30 1987 M&G Dual Trust raised its revenue from £200,000 to £1.01m after tax of £373,000 against a previous £388,000.

Earnings per 10p income share improved by 1.88p to 17.54p and the interim dividend is being raised from 15.58p to 17.54p.

Asset value per 10p capital share, based on the managers' middle quoted price of M&G General Trust Fund Income units on June 30, was 2.2163p (1.48749p).

RBEA turnaround

British Building and Engineering Appliances, Bedfordshire-based non-mechanical building equipment and plant maker and supplier, turned pre-tax losses of £17,900 into profits of £160,000 in the year to end-March 1987.

The directors are recommending an increased final dividend of 1p (0.87p) for a 1.75p (1p) total. Earnings worked through at 8.8p (0.7p losses) per share after tax of 256,000 (£9,300 credit).

Woodchester buys 28% stake in Lookers

BY CLAY HARRIS

Woodchester Investments, the Irish leasing subsidiary of British & Commonwealth Holdings, yesterday made its first direct move into the UK market with the purchase of a 28.4 per cent stake in Lookers, the Manchester-based motor dealer.

Woodchester bought the stake from the Lloyds Bank Group for 465p a share, financing the £10.76m purchase through a share placing. Lookers shares added 15p to 450p yesterday.

Lookers will use Woodchester's backing to implement its expansion plans through the acquisition of additional dealerships. At present it has Austin Rover and General Motors franchises in the north of England and is a supplier of Renault and Case agricultural machinery.

In return, Woodchester will be offered first refusal on all of Lookers' vehicle financing business on competitive market terms. Lookers had the same arrangement, on a less

formal basis, with Lloyds. The deal is likely to dampen speculation which has dogged Lookers for some time. Mr Tom Cowie, who holds nearly 15 per cent through his Sunderland-based motor group, said that nothing had changed with the acquisition.

Lookers achieved pre-tax profits of £2.8m on turnover of £164.5m in the year to last September. Woodchester reported pre-tax profits of £28.8m (£34.3m) in the year to March. The Lloyds holding was split

between the group's merchant bank and Bowmaker, its consumer finance arm. In April, Bowmaker sold its Irish instalment finance activities to Woodchester for £9.6m.

Woodchester has conditionally placed 5.85m shares at 183.75p, equal to 78.5p before the three-for-one capitalisation issue expected to be approved by shareholders today. Woodchester shares added 25p to 760p. B&C will take up sufficient shares to maintain its holding at 53 per cent.

Southern Business advances to £1.6m

Southern Business Group, which supplies and maintains photocopiers and drink vending machines, raised pre-tax profits by 42 per cent from £1.14m to £1.61m in the six months to March 31 1987. Turnover increased 32 per cent to £5.3m.

With earnings per 10p share up from 6.72p to 9.57p, the interim dividend is lifted 31 per cent to 1.7p—last year a 3.8p was paid on £2.6m profits.

Mr David McErlain, chairman of this USM quoted company, said he was confident that the level of success being achieved from earlier investments, together with the continuing growth of the mainstream businesses, would ensure another successful year.

The two core operating divisions—photocopying and mass pay—continue to make substantial advances and at March 31 forward contracted income stood at £80.5m, a 31 per cent

increase on an annual basis. The group's share of associates' profits rose by £80,000 to £105,000. The chairman said the conversion of these businesses to the group's management controls was proving very successful. At year end, associates' total forward contracted income amounted to £10m.

Group results do not include any contribution from the recently acquired Electronic Business Machines (Sussex). First-half tax charge was

£130,000 (£99,000), and net attributable profits came out ahead from £1.04m to £1.48m. Dividends above £308,000 (£185,000) — Mr McErlain who holds 1.7m shares has waived all but 0.0001p per share of the dividend due to him.

The company said it had reviewed its relationship with its professional advisers and it had been agreed that Touche Ross & Co be appointed as auditors in place of Peat Marwick McLintock.

First Security's profits rise 50% to £2.1m

First Security Group's progress slowed a little in the second half of the year to April 30 1987 but the end result still showed pre-tax profits up 50 per cent to £2.09m compared with £1.37m for 1986-86 against a 55 per cent increase from £8.31m to £12.73m in turnover. At the half year Dr Fred Westlake, chairman, reported improvements in turnover and profits of 68 per cent and 62 per cent respectively so growth in the second six months eased back to 53 per cent and 44 per cent.

Dr Westlake said that the automotive division had performed well and continued to benefit from the greater emphasis now placed by the major carmakers on forming long term relationships with high quality suppliers.

The market for the company's range of crash sensors continued to expand driven by the growth in Europe of fuel injection where its sensors were used to cut the fuel supply in the event of a crash, and central locking release.

During the year there had been a major programme to implement production of the new type 500 crash sensor. It was predicted that over 1m of these sensors would be sold in the current year.

Relocation and consolidation of the group's fire fighting

activities, following the acquisition of Fire Fighting Enterprises (UK), acquired just prior to the start of the year, went ahead smoothly and gave a strong base for future growth. In the security sector, Dr Westlake said the combination of a weak dollar and a fall off in demand for some of the established products resulted in lower sales, but through improved operational efficiency and product rationalisation, the overall profit level was maintained.

He said the security market was a conservative one and it could be expected that the company's new strategy and products would take some time to

show the desired results. United Technologies of Connecticut, US, was now the largest shareholder in First Security with a 18 per cent stake, following the successful placing of the 44.4 per cent holding in the company held by British Car Auctions.

Operating profits last year rose from £1.36m to £2.07m; tax charged was £702,000 (£488,000), leaving £1,368,000 (£881,000) for earnings of 16.8p (11p) per share. There were extraordinary debits of £90,000 (£96,000).

The dividend is increased to 4.3p (3.5p) with a final of 2.7p (2.3p).

Ex-directors attack Milford rescue terms

BY CLAY HARRIS

THE TERMS of the rescue bid for Milford Docks Company were criticised yesterday by several former directors, claiming to represent a total of 27 per cent of the shares in the troubled Welsh harbour and hotel operator.

They expressed concern about the absence of a cash alternative in what amounts to a reverse takeover by Season, the cargo handler and shipping group based in the Isle of Dogs. They also suggested that Season could afford to be more generous in its valuation of Milford's property assets at Milford Haven in south-west Wales.

Mr Charles Smith, Milford chairman for 10 years before his retirement in 1983, also said yesterday that he had "strong

reason to believe that an offer far more favourable to shareholders may shortly be forthcoming." Mr Smith owns 7 per cent of Milford.

Other former directors who have declined so far to support the Season rescue are Mr Michael Davies, chief executive until his resignation in October, and Mr Roderick Shand and the Marquess of Milford Haven, who quit in January.

Mr Davies yesterday criticised the tone of "accept or die" (as one Welsh newspaper put it) in the warning by Lord Farry, Milford chairman, that the board could have no choice

but to wind up the company if the rescue did not succeed. Milford's liabilities exceeded its assets at the end of May, chief executive and joint chief executive of Milford, confirmed that another party had approached Milford in recent months to mount a rescue deal. He did not believe that the effort was still active.

Season Holdings, a new company, is offering 18 shares for every 100 Milford shares. Based on Guidehouse's estimate of 100p net asset backing for each Milford share, this values Milford shares at 18p against 71p in the market before they

were suspended in February.

Season shareholders are being offered 37 Holdings shares plus £15.50 in loan notes for each of their shares. They would control 63 per cent of the new company which would have an initial value of £6.4m.

Although Season Holdings initially would trade only on the Third Market, Mr Hay hoped to regain at least a USM quotation by the end of 1988.

Men and Matters Page 22

Bristol Evening Post profits increase 22%

A GOOD performance from its newspaper publishing and printing activities enabled the Bristol Evening Post to lift pre-tax profits by 22 per cent from £3.82m to £4.65m in the year to March 31 1987. Turnover moved up 7 per cent to £57.88m.

The company said trading since the year end had continued at a satisfactory level and trading prospects for the current year were encouraging.

Profits from newspaper publishing and printing increased 22 per cent to £2.82m, partially due to improvements at the Clevedon and Yeovil publishing centres where last year's losses have been converted into reasonable profits.

Retail activities turned in a reduced £831,000 (£862,000). Excluding profits and losses on disposals of outlets, profits were down 0.7 per cent despite an

increase in turnover. This was because of disproportionate increases in rents and rates and high losses from burglaries. Other activities showed encouraging improvements. Features and crossword agencies made £44,000 (£29,000), transport and vehicle repair £111,000 (£96,000) and property rental and other income added £1.14m (£1.04m).

Earnings per 25p share moved ahead from 9.3p to 11.92p and the final dividend is 5p for a total in effect higher at 7.75p (6.75p).

Attributable profits came through at £2.5m (£1.53m). Tax charge was £1.68m (£1.56m) and minorities accounted for £1.03m (£0.74m). Extraordinary credits added £550,000 (£5,000) and comprised net profit on the sale of 265,000 Reuter Holdings "B" shares.

BOARD MEETINGS

The following companies have notified details of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the dividends are interim or final and the subscriptions shown below are based mainly on last year's figures.

TODAY
Interim—Associated Newspapers, Automated Security, A. G. Barr, Birmid Quikcar, Dolly Mail and General Trust, Ewids, Kide International, Widney.
Finals—Bedays, Dejean, Fish Lovell,

U.S. \$50,000,000

FLOATING RATE SUBORDINATED NOTES DUE 1995

In accordance with the provisions of the Notes, notice is hereby given that for the interest period from July 9, 1987 to January 11, 1988 the Notes will carry an Interest Rate of 7 1/2% per annum. The interest payable on the relevant interest payment date, January 11, 1988 will be US\$188.91 per U.S.\$5,000 Note.

By The Chase Manhattan Bank, N.A., London
Agent Bank

Public Works Loan Board rates

Effective July 8

Quota loans repaid at		Non-quota loans A* repaid at	
Years	by EPT	Years	by EPT
Over 1 up to 2	9 1/2	Over 1 up to 2	10 1/2
Over 2 up to 3	9 1/2	Over 2 up to 3	10 1/2
Over 3 up to 4	9 1/2	Over 3 up to 4	10 1/2
Over 4 up to 5	9 1/2	Over 4 up to 5	10 1/2
Over 5 up to 6	9 1/2	Over 5 up to 6	9 1/2
Over 6 up to 7	9 1/2	Over 6 up to 7	9 1/2
Over 7 up to 8	9 1/2	Over 7 up to 8	9 1/2
Over 8 up to 9	9 1/2	Over 8 up to 9	9 1/2
Over 9 up to 10	9 1/2	Over 9 up to 10	9 1/2
Over 10 up to 15	9 1/2	Over 10 up to 15	9 1/2
Over 15 up to 25	9 1/2	Over 15 up to 25	9 1/2
Over 25	9 1/2	Over 25	9 1/2

* Non-quota loans B are 1 per cent higher in each case than non-quota loans A. † Equal instalments of principal, & Repayment by half-yearly annuity (fixed equal half-yearly payments to include principal and interest). ‡ With half-yearly payments of interest only.

WAGON INDUSTRIAL

HIGHEST EVER PROFIT OF £7.5m

Summary of results for the year ended 31st March 1987

	1987	1986
Sales	up 14%	£95.2m £83.4m
Pre-tax Profit	up 23%	£7.5m £6.1m
Earnings per share	up 36%	28.1p 18.5p
Dividends	up 18%	10.0p 8.5p

"After another record year the Group continues to pursue appropriate acquisition opportunities and has already acquired two companies since January. Order books are strong and we are confident of another year of significant progress."

Paul D. Taylor, Chairman

WAGON INDUSTRIAL HOLDINGS p.l.c.

Copies of the Report and Accounts may be obtained from The Secretary Wagon Industrial Holdings p.l.c., Holdings House, Halesfield, Telford, Shropshire, TF7 4PB. Telephone: (0952) 586811.

ORIFLAME INTERNATIONAL SA

NOTICE OF GENERAL MEETING
Société Anonyme

Head Office: 3 Avenue Pasteur
2311 Luxembourg
R.C. Luxembourg B8835

A General Meeting of Oriflame International SA will be held at 3 Avenue Pasteur, 2311 Luxembourg on 22 July 1987 at 10 a.m. in order to transact the following business:

1. Approval of the Sale by the Goldsmiths Group PLC ("Goldsmiths") to Kennedy Brookers PLC ("Kennedy Brookers") of Prince of Wales Hotels Limited and four hotels owned by Goldsmiths upon the terms and subject to the conditions of an Agreement dated 3 June 1987 made between Goldsmiths, Kennedy Brookers and the Company.

Copies of a Circular to the Company's shareholders which sets out details of the Offer, the form of the resolutions to be proposed at the General Meeting and the arrangements for voting are available from Morgan Grenfell & Co. Limited, New Issues Department, 72 London Wall, London EC2 and Banque Indosuez, Luxembourg S.A., 39 Allée Scheffer, 2520 Luxembourg.

The Board of Directors
Jonas Af Jochnick
Luxembourg
3 July 1987

UK COMPANY NEWS

Wagon Industrial shows
£1.4m rise over year

Second half profits from Wagon Industrial Holdings came to £4.4m and showed an increase over the corresponding period of the previous year as expected.

They pushed up the total profit for the year ended March 31 1987 to £7.5m, against £6.1m. Earnings were 25.1p (18.51p) and the final dividend is 9p for a net total of 10p (8.5p).

The profit rise was equal to 23 per cent, and was achieved on turnover ahead 14 per cent, from £53.42m to £55.24m. At the year-end shareholders' funds equalled 153.1p (128p) per share.

Breaking down the profit showed material handling and storage accounted for £4.6m (£3.65m), office equipment (£2.17m), (£1.3m), engineering (£21,000 £98,000), and other investment income £75,000 (£187,000). Geographically, £6.6m (£5.4m) was made in

the UK and £883,000 (£299,000) overseas.

The French office equipment subsidiary Vinco achieved a material improvement in profitability. In engineering, Oleo, maker of hydraulic energy absorption equipment, performed ahead of the Bolt & Nut Co and Steel Precision Engineering.

Currently, orders were 30 per cent higher than at the same time last year, the directors reported. The recent acquisitions, Contract Engineers for £350,000 plus profit related performances and Welfen (Gainsborough) for £2.5m, were already contributing significantly to group profits, they stated.

Wagon has been rolling along on only three wheels for several years as a result of an ill-fated

investment in France but last year, a Gallic turnaround had the double benefit of adding £600,000 to pre-tax profits and bringing some tax losses into play. By British standards, Vinco still falls to earn a satisfactory return but at least its recovery allows Wagon to focus on expansion in other areas, notably materials handling where Link 51 is the start. The company has so far only dipped its toe into the acquisition waters but a further leg—possibly consumer products or specialty packaging—could be added this year. The shares, which rose 13p to 418p, have had a good run since the start of the year when they were around 260p and assuming pre-tax profits of £8.5m, this year they are on a prospective 3/4 of 15. With an ungaraged balance sheet, that means Wagon should have plenty of scope for expansion.

Wintrust
profits
up 20%
to £4m

By David Lascelles

Wintrust, the small London merchant banking group, increased its pre-tax profits by 20 per cent to £4m in the year ending March 31. Earnings per share were up 24 per cent to 25.41p.

Mr Richard Spiro, managing director, said the group had benefited from strong demand for the type of flexible, personalised service offered by Wintrust. He said the bank was considering the acquisition of companies in complementary fields such as insurance broking, mortgage broking, stockbroking and fund management.

Tight controls
at Northamber
helps growth

Further growth was achieved by Northamber, specialist supplier of computer printers and peripheral products, in the year ended April 30, 1987. The dividend is raised from 1.3p to 2p net per share and there is to be a 1-for-1 scrip issue.

In the year turnover advanced 84 per cent, from £21.55m to £39.46m, and the pre-tax profit rose 47 per cent, from £1.85m to £2.72m. Earnings asked through at 21.7p (13.5p).

The directors said tight controls over operation costs resulted in a further lowering in overhead costs as a percentage of sales.

The maintained high rates of stock turnover coupled with a bad debt ratio still below 0.5 per cent of sales, further contributed to "this most satisfying result."

They added that the current year had started in line with expectations. There had been a continuing growth in sales and profitability and they were confident of a satisfactory year.

Yearlings

Yearling bonds totalling £6.55m at 94 per cent, redeemable on July 13 1988, have been issued by the following local authorities, Alnwick District Council £0.1m; Bedfordshire County Council £0.75m.

APPOINTMENTS

New chairman
at Owen Owen

Ward White Group has appointed Mr Eric Greenhalgh as chairman and chief executive of OWEN OWEN. Mr Greenhalgh, who is currently managing director of Selfridges, will take up his appointment on August 2. Mr Greenhalgh has extensive experience in department store retailing, having also been director of trading at the John Lewis Partnership and executive chairman of Walton Bond, the Australian department store chain. Mr John Norman, who has been chairman of Owen Owen since 1964, will continue as a non-executive director of Owen Owen until his retirement later in the year, when he will be appointed honorary president.

TURNER & NEWALL has appointed Dr Amar Sabherwal, managing director of its subsidiary BIP Chemicals, to the board of T&N Technology, the group's central research and development facility based at Rugby.

Mr Charles Vaughan-Johnson has joined the board of THE PRIVATE CAPITAL GROUP, the personal financial management specialist within the Scandinavian Bank Group. Mr Vaughan-Johnson is president of New World Trust. His appointment follows the acquisition of 10 per cent of the enlarged capital of the New World Trust by The Private Capital Group.

Mr Michael J. Moore has been appointed a non-executive director of FIVE STAR LEISURE.

CALOR GROUP has appointed Mr Jonathan R. Dances as company secretary and Mr R. Willoughby Jones as group treasurer. Mr Dances retains his responsibilities as director of legal affairs and Mr Jones his responsibilities as director of corporate affairs.

Mr John Manser, chief executive of Sava & Prosper Group, has been appointed chairman of MONTAGU LOBEL STANLEY.

Mr John Studholme, general manager of DIDSLEY ENGINEERING, has been appointed to the board.

Mr M. A. Fetter has been appointed a director of DOUGLAS COX TYRRE, part of the Devitt Group.

Mr Bob Russell has been appointed managing director of BURGESS ELECTRONIC CONTROLS, a newly-formed wholly-

owned subsidiary of Burgess Group. He was previously managing director of an electronic division of United Technologies Corporation. Mr Richard Rogers has been appointed group finance controller.

Mr Eric Richards, Mr John Lawson, Mr Mike Homer, Mr Tony Blackburn and Mr Alan Geary have joined the board of THE MELVILLE GROUP. At Carlton Weller Mr Frank Cardwell has been appointed chairman as well as managing director. Mr Geary has been appointed managing director of Carlton Benbow Contracts with Mr Derek Winkley as deputy managing director. At Carlton Taylor Mr Barry Henry joins the board and Mr Eddie Hunt becomes general manager. Mr John Gibson has been promoted to managing director of Carlton Benbow Electrical. Mr George Rajendra joins the board of Melville Dealing and Communication Products and Mr Nick Marshall joins the boards of Carlton Retail Services and Carlton Benbow Electrical.

Mr Louis Shakhovskiy has been appointed director of legal and credit services for SOLAGLAS UK. He remains legal and credit director of Solaglas International. Mr Ken Graham has been appointed to the position of marketing director of the glass and glazing division of Solaglas Ltd. He joined the group in 1982 and was subsequently appointed group marketing manager of Solaglas International.

Mr Roy Aney, a local director at BARCLAYS BANK'S Liverpool local head office, has been appointed an assistant general manager at the bank's head office in London. Mr Bernard Scott has been appointed a deputy divisional general manager of the central management services department. He was previously an assistant general manager within the department.

Mr Ken Romney has joined SENTINEL LIFE as financial controller, having previously been chief accountant at Imperial Trident.

Mr John Morris has been appointed director designate of Citibank's subsidiary TRUST COMPANY. He will be responsible for developing Citibank's UK corporate trust business with particular emphasis on the unit trust industry. He was previously the manager of Midland Bank Trust Co corporate services branch.

Chamberlin
& Hill P.L.C.

Year ended 31st March	1987	1986
	£000	£000
Turnover	11,690	11,360 + 3%
Profit before tax	580	531 + 9%
Earnings per share	11.55p	9.01p + 28%
Dividend per share	4.0p	3.5p + 14%

In the year under review trading profits increased by 14.7%, the majority of the increase coming from the electrical engineering companies.

Experience in the foundries was affected by the consolidation of grey-iron production onto the Walsall site following the closure of Lichfield foundry, and severe disruptions during the commissioning of the electric melting plant at the Blaxhith malleable foundry. As a result, the improvement in foundry trading profits over last year was slight.

On the electrical engineering side, trading conditions for Petrol Ltd. have been depressed, whereas Condukt Fittings Ltd., with the advantage of a stable order book, enjoyed another excellent year. Fitter & Poulton Ltd. was acquired at the end of August, and I am confident that this company will make a good contribution to future profits.

The rationalisation and development programme, which was the main preoccupation of the year under review, is virtually complete. Order books throughout the group are better than we have seen for some time and given this level of activity, all companies are in good shape to make significant progress in the year ahead.

John Eccles, Chairman

David Smith
in £4.4m
cardboard sale

By Clay Harris

David A. Smith (Holdings), the packaging group, has sold two corrugated cardboard plants for £4.4m to Cartoneries Associates. The Bristol and Clay Cross plants will give the French company its first foothold in the UK market.

Smith also announced a £80m investment programme to strengthen its position in the sheet plant market, producing cardboard to the specifications of independent box makers.

Mr Richard Brewster, chief executive, said yesterday that the French group planned to invest £5m to re-equip the plants, which were among the oldest and least advanced of corrugated facilities acquired in the takeover of St Regis last year.

Clay Cross, the largest corrugated plant in Europe when it opened in the 1960s, was built to serve white goods manufacturers. Bristol made transit packs for the tobacco industry, a market where shrink-wrap and other specialist packaging now holds sway.

St Regis will supply a large proportion of the plants' paper requirements under long-term contract. Cartoneries accounts for 10 per cent of the French corrugated market.

Microsystems keeps up
growth with 59% more

GROWTH HAS continued apace at Microsystems Group, the USM-quoted electronics undertaking enlarged early this year by the purchase of Analytical Instruments. In the half year ended May 1 turnover advanced 19 per cent to £7m while the pre-tax profit soared 59 per cent, from £1.18m to £1.8m.

The directors said the strong trading results produced a substantial inflow of funds; cash resources were reduced by the acquisition of Analytical Instruments but the commitment was still to further growth from outside the group.

The Wayfarer Ticket division was again the major contributor to results, but of particular note was the significant contribution from the Calor subsidiary, an acquisition made nearly two years ago.

Sales of Time Recording products grew in the UK and overseas as improvements have been incorporated in the product range.

Increased resources have been allocated to overseas marketing and significant new opportunities to tender have been generated. Success was recently achieved with the award of a £3.5m contract to supply bus ticketing equipment to New Jersey, in the US.

Substantial reorganisation was in hand at AI and integration was proceeding well. It provided in addition to overseas outlets.

Earnings for the first half came to 16p (14.4p) and the interim dividend is lifted to 1p net, against 0.75p.

GRA gets Harringay green light

GRA, the dog track and property company, is allowed to proceed with its planned redevelopment of Harringay Stadium. It plans to sell the 20-acre site to J. Sainsbury to build a superstore.

Harringay Council challenged the development in the High Court after the Secretary of State for the Environment granted planning permission. This permission has been upheld by the High Court.

This announcement appears as a matter of record only.



Nissan Finance U.K. Limited

£205,000,000

Revolving Credit Facility

Arranged by

Kleinwort Benson Limited

Guarantor

Nissan U.K. Limited

Funds Provided by

Kleinwort Benson Limited

Midland Bank plc

Bank of Scotland

Deutsche Bank Aktiengesellschaft
London Branch

The Industrial Bank of Japan, Limited

Credit Suisse

Amsterdam-Rotterdam Bank N.V.

Agent

Kleinwort Benson Limited

Nissan Finance U.K. Limited

£100,000,000

Uncommitted Tender Panel Facility

Arranged by

Kleinwort Benson Limited

Guarantor

Nissan U.K. Limited

Tender Panel Members

Algemene Bank Nederland N.V.

Allied Irish Banks, p.l.c.

Amsterdam-Rotterdam Bank N.V.

Banque Nationale de Paris p.l.c.

Barclays Bank PLC

Credit Suisse

The Dai-ichi Kangyo Bank, Limited

Deutsche Bank Aktiengesellschaft
London Branch

The Industrial Bank of Japan, Limited

The Royal Bank of Scotland plc

The Sanwa Bank, Limited

The Sumitomo Bank, Limited

Swiss Bank Corporation

The Toyo Trust & Banking Co., Limited

TSB England & Wales plc

Union Bank of Switzerland
London Branch

The Yasuda Trust and Banking Co., Limited

Agent

Kleinwort Benson Limited

COMMODITIES AND AGRICULTURE

Peruvian gas reserves uprated

By Doreen Gillespie in Lima

ROYAL DUTCH SHELL has increased its estimate of gas reserves in Peru's central southern jungle following completion of its latest wildcat well in a \$200m exploration programme. It now says the figure could be as high as 10,000 cubic feet.

Following earlier drilling, Shell had already estimated 7,000 cubic feet, putting Peru's gas reserves in third place in South America, after Venezuela and Argentina.

Shell has been negotiating since March with Petroperu whether or not it can go ahead on the gas development and on what terms.

Petroperu estimates the cost, including construction of a 600km gasline from the jungle over the Andes to the coast, at more than \$1bn.

Shell and Petroperu are also making joint studies on prospective markets, the precise amount of investment needed at the different stages and contractual terms. Shell's exploration contract does not include terms for developing gas.

A preliminary study has resulted in the companies ruling out exports for the time being. They have more or less decided that the gas should be used for industrial fuel and generation of thermal electricity.

Petroperu is asking industrial companies, most of which use fuel oil, to project their requirements for eventual conversion to gas.

Financing is key, however, and depends for a start on the Government's ability to reach an agreement with Shell.

Enron Corporation of Houston has offered to invest in the gas pipeline but compensation it received when its Beico offshore subsidiary was taken over by the Government in December 1985.

The Government in mid-June named appraisers to value an inventory of Beico assets completed at the end of last year.

This meant that Enron, one of the top US gas processing and transport companies, and Petroperu would finally be able to sit down at the negotiating table.

Petroperu was expecting to be able to raise financing for a gasline from the World Bank and the Inter-American Development Bank once it signed an economically viable contract with Shell.

First, however, it would have to make its peace with the World Bank, which suspended disbursements on loans in May after the Government fell seriously behind on debt amortisation.

The gas fund could compensate in part for Peru's declining oil reserves which have fallen below 500m barrels from 850m barrels in 1982 reflecting the limited exploration of recent years.

Shell, which was looking for oil when it made its big gas find, is hoping it will hit oil in its sixth wildcat well being drilled to the northwest of the gas fields.

Petroperu—strapped for cash by high taxes and low international prices—expects to keep on a gas project which could revolutionise Peru's entire energy system.

This currently depends on oil for 60 per cent of its supplies—with the Government rising to 80 per cent in industry. The balance is supplied by hydro-electric power.

Peru in \$21m settlement over Hunt silver affair

BY WILLIAM HALL IN NEW YORK

E. F. HUTTON, the Wall Street broker, and Banque Populaire Suisse, a leading Swiss bank, have agreed to pay \$21m to Minpeco, the state-owned Peruvian trading company, which alleged that they had helped force up world silver prices in the late 1970s.

The settlement means that Minpeco, which markets most of Peru's mineral and metals production, has won another significant round in its efforts to recoup the more than \$100m the company lost in silver futures trading in 1979—a period when the wealthy Hunt Brothers of Texas were trying to corner the world's silver market.

Minpeco, which is believed to be the single biggest casualty in the Hunt's infamous bid to corner the world silver market, alleged that Hutton, Banque

Populaire Suisse and others, were part of a general conspiracy which helped the Hunt Brothers and their wealthy Saudi Arabian friends to raise the price of silver in 1979 and 1980.

The Peruvian company claimed that Hutton and Merrill Lynch, by brokers, breached their fiduciary duty by encouraging Minpeco to sell silver short in the market when they knew that the silver price was going to rise because they were helping the Hunt brothers establish long silver positions.

Neither E. F. Hutton nor Banque Populaire Suisse acknowledged any wrongdoing in agreeing to the settlement.

Under the settlement, E. F. Hutton has agreed to pay \$11.5m to Minpeco and Banque Populaire Suisse will pay \$9.5m.

Mr J. E. Corette of the Washington law firm of Cole & Corette which is representing Minpeco said that he was "very pleased with the settlement" and said that there was a good likelihood that there would be other settlements ahead of next January's trial of several other defendants, including the three Hunt Brothers, their Saudi Arabian accomplices and Merrill Lynch.

Minpeco won \$6m in a settlement last year with Continental Grain Company and several of its subsidiaries, and its attorneys appear confident that there will be other out-of-court settlements by defendants who are nervous about the sometimes unpredictable outcome of jury trials. There have been estimates that Minpeco could win over \$400m in damages if the cases went to trial.

Hail spoils S African maize

BY JIM JONES IN JOHANNESBURG

HAIL DAMAGE and reduced fertilizer usage have cut South Africa's maize harvest and prevented resumption of long-term export contract sales.

At the start of this year the total crop was forecast at 8.1m tonnes, of which 600,000 tonnes were expected to be retained by farmers and 5.5m tonnes consumed domestically.

The total crop now being harvested is likely to be only 6.5m tonnes, however, according to Dr Hennie Davel, general manager of the Maize Board. That would leave only 6.2m tonnes for domestic use and export after farmers' requirements. Imports should not be needed.

Dr Davel attributes the fall to hail, which damaged crops in the Eastern Transvaal, and reduced fertilizer usage by financially pressed farmers. The lower fertilizer use led to lower than expected bushel weights throughout the maize growing region.

South Africa had hoped to resume long-term export deliveries to Japan and Taiwan this year after four years of drought-affected harvests.

The Government is trying to curb maize production as export revenues are generally less than production costs. The Maize Board believes that an appropriate harvest target is 8m tonnes, which should ensure domestic self-sufficiency in nine out of 10 years.

South African fertilizer manufacturers have applied to the Board of Trade for an increase in urea import tariffs. The manufacturers have asked for tariffs which ensure imported urea cannot be sold in South Africa for less than R272 per tonne. All other fertilizers can be imported tariff-free, but local manufacturers claim that urea is being dumped in South Africa below cost.

CHIEF CLERK of the US, has approved Mr Stephen J. McWhir president of Chemical International Securities Corporation (CISC), a subsidiary which is licensed to resupply fertilizer to the US.

McWhir will manage CISC daily activities and will serve as chief liaison between the subsidiary and its parent, Chemical New York Corporation.

World wheat output for 1987-88 is put at 518m tonnes by the International Wheat Council in its latest monthly report—6m tonnes less than forecast last month and 15m tonnes less than the 1986-87 record of 546m tonnes, writes Our Commodities Staff.

Lower estimates for Australia, Pakistan and the Soviet Union are only partly offset by an increase in expected production in China and Iran.

Soviet wheat imports are forecast at 22m tonnes this year, up from the previous estimate of 20m tonnes.

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Australian wheat area down sharply

BY CHRIS SHERWELL IN SYDNEY

THE AREA planted to wheat in Australia this crop year is only 9.4m hectares, the smallest since 1976-77, according to latest estimates from the Government's Bureau of Agricultural Economics.

The projection for the 1987-88 season is a reduction on last year's 11.2m ha and lower than previously estimated. With average yields, it implies a wheat harvest of around 13.1m tonnes, down 21.5 per cent on last year's.

The estimate reflects a swing to alternative crops because of the poor world price outlook for wheat.

Overall, the total area planted to winter grains and oilseeds this year will be down 4 per cent on last year, the Bureau said in its report yesterday.

But while the wheat figure is in the fourth consecutive year of decline, estimates for plantings of barley, oats, grain

legumes and oilseeds show increases.

Barley plantings for 1987-88 are forecast to be 2.4m ha, up 12 per cent on last year's 2.1m ha. Production is forecast at 3.6m tonnes.

Australia regularly ranks around third or fourth in world wheat and four crops, behind the US and Canada, as well as the European Community. In 1986-87 it produced its fourth largest crop on record of 18.7m tonnes.

Appeal Court reserves judgment on tin case

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

THE COURT of Appeal yesterday reserved judgment on the challenge to a High Court ruling that certain of its documents could be used as evidence in legal proceedings.

Last month Mr Justice Webster ruled in the Commercial Court that documents relating to the ITC's trading activities were protected by the inviolability conferred on the council's archives under English law.

Nor, the judge said, were "properly obtained" copies of any ITC documents or information derived from them.

"The ITC had intervened in a case in which two Shearson Lehman companies disputed the validity of a London Metal Exchange rule imposing a fixed settlement price on outstanding tin contracts following the collapse of the ITC's price support operation, in October 1985.

In the same action, which was suspended while the documents issue was dealt with by Shearson, a total of more than \$61m from two tin traders, MacIntyre Watson and J. E. Rayner (Mining Lane)

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Farm deaths lower

FIFTY-FIVE people died last year in farming accidents, the lowest ever recorded and down from 83 deaths in 1985, the Health and Safety Executive announced at the Royal Show this week.

Self-propelled machines accounted for 30 per cent of all farm deaths with other field machines (13 per cent), falls (12 per cent) and falling objects (11 per cent) as the next most common causes.

The Samaritans announced, however, that counselling aimed at rural communities is to be stepped up as the result of growing concern about the increasing number of suicides among farmers.

China is using more of its antimony domestically and has integrated its antimony industry forward into the production of antimony trioxide, the only antimony derivative with market growth potential. It is also believed to be planning to produce so-called master batches—a combination of antimony trioxide, stabilisers and polymers used in the manufacture of flame retardant plastics.

As China uses more antimony at home some European smelters are being left short of antimony sulphide which they convert into pure trioxide. Mr Davidson says. This has also led American refined trioxide producers to institute dumping suits against the Chinese who are selling refined trioxide at discount prices in the US and failing to supply adequate amounts of acceptably pure crude oxide for conversion.

Mr Davidson will not say whether the complainants are the three unnamed American trioxide producers who have interests in the Antimony Products (AP) plant which converts sulphide concentrates into trioxide at Consolidated Minerals' mine.

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LONDON MARKETS

ZINC PRICES came under pressure in this trading on the London Metal Exchange yesterday as recent firmness was eroded by the weakness of copper and lead prices. The cash high grade position's \$11 fall to \$229 a tonne wiped out the week's early gains, although traders said the market was still underpinned by the continuing strike at Cominco's Trail and Kimberley production units in British Columbia. They said the price was unlikely to fall much further unless there was progress towards a Cominco settlement. The copper market had opened very firm, reflecting overnight strength in New York and the cash grade price traded up to a two-year high of \$1,071 a tonne at the official morning ring. But afternoon profit-taking encouraged by an easier tone in New York, the price righted down to \$1,042 a tonne at the close, only \$1 up on the day. The copper sell-off was quoted as the main reason for a late fall in lead, which took the cash price down to \$242.50 a tonne, down 56¢, at the close. Supply tightness still appeared to be supporting the market, however, traders noted.

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US MARKETS

EARLY TRADE and commission house selling eased crude oil futures, but local buying and short-covering raised prices of beans, reports Precious Metals.

Trade and local buying steadied gold and silver, while commission house stops were touched off in platinum as the precious metals firms in response to an easier bond market and lower US dollar. Copper, on the other hand fell on fund selling, though the trade was a noted buyer.

Technical selling eased silver, but industry support was noted. Local and trade buying of commission house stops, while sugar fell on trade selling, but recovered slightly on profit taking. Cotton firmed on commission house buying and local short-covering in the face of trade scale-up selling.

CURRENCIES, MONEY & CAPITAL MARKETS

FOREIGN EXCHANGES

US bonds hit by dollar

THE DOLLAR suffered from a bout of nervousness yesterday afternoon, on rumours of intervention by the West German Bundesbank. Dealers suggested the rumours were unfounded, but were enough to bring the dollar back to close little changed on the day, except against the weak Japanese yen.

The US currency opened very firm in Europe, after breaking through 150 against the yen overnight in New York.

Dealers noted that the dollar has strengthened more against the yen than the D-Mark recently, but pointed out that West Germany's payments surplus has continued to rise, while Japan's payments surplus has shrunk.

The D-Mark's value against the yen rose to 181.71 yesterday, from 181.30 on Tuesday, and 177.61 on April 27 when the dollar touched a record low against the yen.

In Tokyo it was suggested the next move by the dollar will be to 182, and possibly to 183, as a test of the target range dealers believe were set for currencies at the Venice summit.

The US authorities are not expected to look for a weakening of the dollar ahead of the early August US Treasury refunding programme, in the hope of attracting good Japanese demand at the auctions.

A test for the dollar could come next Wednesday however, with publication of the May US trade figures. Japanese economists appear to be looking for significant reduction in the April deficit of \$13.3bn, based on the reduction in the May Japanese surplus, but recent forecasts in the US point

towards an increase in the US deficit of up to \$14.6bn.

The dollar rose to 150.55 from 149.70, to 151.00 from 149.50, to 151.50 from 150.50, to 152.00 from 151.50, to 152.50 from 152.00, to 153.00 from 152.50, to 153.50 from 153.00, to 154.00 from 153.50, to 154.50 from 154.00, to 155.00 from 154.50, to 155.50 from 155.00, to 156.00 from 155.50, to 156.50 from 156.00, to 157.00 from 156.50, to 157.50 from 157.00, to 158.00 from 157.50, to 158.50 from 158.00, to 159.00 from 158.50, to 159.50 from 159.00, to 160.00 from 159.50, to 160.50 from 160.00, to 161.00 from 160.50, to 161.50 from 161.00, to 162.00 from 161.50, to 162.50 from 162.00, to 163.00 from 162.50, to 163.50 from 163.00, to 164.00 from 163.50, to 164.50 from 164.00, to 165.00 from 164.50, to 165.50 from 165.00, to 166.00 from 165.50, to 166.50 from 166.00, to 167.00 from 166.50, to 167.50 from 167.00, to 168.00 from 167.50, to 168.50 from 168.00, to 169.00 from 168.50, to 169.50 from 169.00, to 170.00 from 169.50, to 170.50 from 170.00, to 171.00 from 170.50, to 171.50 from 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Mercury Fund Managers Ltd (c) 10 King William St, London EC4A 3DF Tel: 071 269 4444	Prudential Unit Trust Mgmt Ltd (a) (d) (e) 15 Broad Street, London WC1N 1AF Tel: 01-477 3577	Standard Life Trust Mgmt Ltd 1 George St, Edinburgh EH2 2JL Tel: 031 226 7077																																							
Metropolitan Unit Trust Mgmt Ltd 30 Leeson Place, Dublin 1 Tel: 01-478 4444	San Alliance Fund Management Ltd 100 Broad Street, London EC2M 2HT Tel: 01-477 3577	Shawmut Investment Trust Mgmt Ltd (c) 40 Charles St, Edinburgh EH2 2JL Tel: 031 226 7077																																							
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FT UNIT TRUST INFORMATION SERVICE

Manufacturers Life Insurance Co (UK) 0436 356101 St George's Way, Stevenage Herts SG1 2AB Property 490.0 Income 290.0 Dividend 100.0 Total 880.0 Units 100.0 Price 8.80 Dividend 10.00 Yield 11.36% Dividend Yield 11.36% Dividend Payout 10.00 Dividend Frequency 10.00 Dividend Date 10.00 Dividend Period 10.00 Dividend Type 10.00 Dividend Basis 10.00 Dividend Method 10.00 Dividend Source 10.00 Dividend Description 10.00 Dividend Notes 10.00 Dividend Comments 10.00 Dividend Footer 10.00	National Provident Inst.-Contd. 0436 356102 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 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2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224,
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LONDON SHARE SERVICE

[illegible]

LONDON SHARE SERVICE

INDUSTRIALS—Continued

[illegible]

99	16	4-Maxim 1p.....	27						
100	104	4-Maxim 5p.....	178						
		4-Maxim 10p.....	59						

[illegible]

012	615	Pittsington Br. C1	6305	...	22.0	+	2.7
013	712	No. Invariants	653	+15	-	-	-

[illegible]

70	+ Sheldon Jones	91	-	4.65	2.0	7.0
205	Whish	378	+7	-	4.0	7.9	1.9

0.0	153	177	197	217	237	257	277	297	317	337	357	377	397	417	437	457	477	497	517	537	557	577	597	617	637	657	677	697	717	737	757	777	797	817	837	857	877	897	917	937	957	977	997
0.1	158	178	198	218	238	258	278	298	318	338	358	378	398	418	438	458	478	498	518	538	558	578	598	618	638	658	678	698	718	738	758	778	798	818	838	858	878	898	918	938	958	978	998
0.2	163	183	203	223	243	263	283	303	323	343	363	383	403	423	443	463	483	503	523	543	563	583	603	623	643	663	683	703	723	743	763	783	803	823	843	863	883	903	923	943	963	983	1000
0.3	168	188	208	228	248	268	288	308	328	348	368	388	408	428	448	468	488	508	528	548	568	588	608	628	648	668	688	708	728	748	768	788	808	828	848	868	888	908	928	948	968	988	1000
0.4	173	193	213	233	253	273	293	313	333	353	373	393	413	433	453	473	493	513	533	553	573	593	613	633	653	673	693	713	733	753	773	793	813	833	853	873	893	913	933	953	973	993	1000
0.5	178	198	218	238	258	278	298	318	338	358	378	398	418	438	458	478	498	518	538	558	578	598	618	638	658	678	698	718	738	758	778	798	818	838	858	878	898	918	938	958	978	998	1000
0.6	183	203	223	243	263	283	303	323	343	363	383	403	423	443	463	483	503	523	543	563	583	603	623	643	663	683	703	723	743	763	783	803	823	843	863	883	903	923	943	963	983	1000	
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0.8	193	213	233	253	273	293	313	333	353	373	393	413	433	453	473	493	513	533	553	573	593	613	633	653	673	693	713	733	753	773	793	813	833	853	873	893	913	933	953	973	993	1000	
0.9	198	218	238	258	278	298	318	338	358	378	398	418	438	458	478	498	518	538	558	578	598	618	638	658	678	698	718	738	758	778	798	818	838	858	878	898	918	938	958	978	998	1000	
1.0	203	223	243	263	283	303	323	343	363	383	403	423	443	463	483	503	523	543	563	583	603	623	643	663	683	703	723	743	763	783	803	823	843	863	883	903	923	943	963	983	1000		
1.1	208	228	248	268	288	308	328	348	368	388	408	428	448	468	488	508	528	548	568	588	608	628	648	668	688	708	728	748	768	788	808	828	848	868	888	908	928	948	968	988	1000		
1.2	213	233	253	273	293	313	333	353	373	393	413	433	453	473	493	513	533	553	573	593	613	633	653	673	693	713	733	753	773	793	813	833	853	873	893	913	933	953	973	993	1000		
1.3	218	238	258	278	298	318	338	358	378	398	418	438	458	478	498	518	538	558	578	598	618	638	658	678	698	718	738	758	778	798	818	838	858	878	898	918	938	958	978	998	1000		
1.4	223	243	263	283	303	323	343	363	383	403	423	443	463	483	503	523	543	563	583	603	623	643	663	683	703	723	743	763	783	803	823	843	863	883	903	923	943	963	983	1000			
1.5	228	248	268	288	308	328	348	368	388	408	428	448	468	488	508	528	548	568	588	608	628	648	668	688	708	728	748	768	788	808	828	848	868	888	908	928	948	968	988	1000			
1.6	233	253	273	293	313	333	353	373	393	413	433	453	473	493	513	533	553	573	593	613	633	653	673	693	713	733	753	773	793	813	833	853	873	893	913	933	953	973	993	1000			
1.7	238	258	278	298	318	338	358	378	398	418	438	458	478	498	518	538	558	578	598	618	638	658	678	698	718	738	758	778	798	818	838	858	878	898	918	938	958	978	998	1000			
1.8	243	263	283	303	323	343	363	383	403	423	443	463	483	503	523	543	563	583	603	623	643	663	683	703	723	743	763	783	803	823	843	863	883	903	923	943	963	983	1000				
1.9	248	268	288	308	328	348	368	388	408	428	448	468	488	508	528	548	568	588	608	628	648	668	688	708	728	748	768	788	808	828	848	868	888	908	928	948	968	988	1000				
2.0	253	273	293	313	333	353	373	393	413	433	453	473	493	513	533	553	573	593	613	633	653	673	693	713	733	753	773	793	813	833	853	873	893	913	933	953	973	993	1000				
2.1	258	278	298	318	338	358	378	398	418	438	458	478	498	518	538	558	578	598	618	638	658	678	698	718	738	758	778	798	818	838	858	878	898	918	938	958	978	998	1000				
2.2	263	283	303	323	343	363	383	403	423	443	463	483	503	523	543	563	583	603	623	643	663	683	703	723	743	763	783	803	823	843	863	883	903	923	943	963	983	1000					
2.3	268	288	308	328	348	368	388	408	428	448	468	488	508	528	548	568	588	608	628	648	668	688	708	728	748	768	788	808	828	848	868	888	908	928	948	968	988	1000					
2.4	273	293	313	333	353	373	393	413	433	453	473	493	513	533	553	573	593	613	633	653	673	693	713	733	753	773	793	813	833	853	873	893	913	933	953	973	993	1000					
2.5	278	298	318	338	358	378	398	418	438	458	478	498	518	538	558	578	598	618	638	658	678	698	718	738	758	778	798	818	838	858	878	898	918	938	958	978	998	1000					
2.6	283	303	323	343	363	383	403	423	443	463	483	503	523	543	563	583	603	623	643	663	683	703	723	743	763	783	803	823	843	863	883	903	923	943	963	983	1000						
2.7	288	308	328	348	368	388	408	428	448	468	488	508	528	548	568	588	608	628	648	668	688	708	728	748	768	788	808	828	848	868	888	908	928	948	968	988	1000						
2.8	293	313	333	353	373	393	413	433	453	473	493	513	533	553	573	593	613	633	653	673	693	713	733	753	773	793	813	833	853	873	893	913	933	953	973	993	1000						
2.9	298	318	338	358	378	398	418	438	458	478	498	518	538	558	578	598	618	638	658	678	698	718	738	758	778	798	818	838	858	878	898	918	938	958	978	998	1000						
3.0	303	323	343	363	383	403	423	443	463	483	503	523	543	563	583	603	623	643	663	683	703	723	743	763	783	803	823	843	863	883	903	923	943	963	983	1000							
3.1	308	328	348	368	388	408	428	448	468	488	508	528	548	568	588	608	628	648	668	688	708	728	748	768	788	808	828	848	868	888	908	928	948	968	988	1000							
3.2	313	333	353	373	393	413	433	453	473	493	513	533	553	573	593	613	633	653	673	693	713	733	753	773	793	813	833	853	873	893	913	933	953	973	993	1000							
3.3	318	338	358	378	398	418	438	458	478	498	518	538	558	578	598	618	638	658	678	698	718	738	758	778	798	818	838	858	878	898	918	938	958	978	998	1000							
3.4	323	343	363	383	403	423	443	463	483	503	523	543	563	583	603	623	643	663	683	703	723	743	763	783	803	823	843	863	883	903	923	943	963	983	1000								
3.5	328	348	368	388	408	428	448	468	488	508	528	548	568	588	608	628	648	668	688	708	728	748	768	788	808	828	848	868	888	908	928	948	968	988	1000								
3.6	333	353	373	393	413	433	453	473	493	513	533	553	573	593	613	633	653	673	693	713	733	753	773	793	813	833	853	873	893	913	933	953	973	993	1000								
3.7	338	358	378	398	418	438	458	478	498	518	538	558	578	598	618	638	658	678	698	718	738	758	778	798	818	838	858	878	898	918	938	958											

437	Unilever Sp	679	10.2	2.9	2.2
294	Univ NV FL2	5123	Q76.6%	5.0	2.2

[illegible]

320	Equity & Low Ip.....	370	-2	8.0	-	3.0
180	FAI Insurance \$AQ.10	268	+5	102.27d	-	0.4

506	303	Jeff. Ackerson	E106	—	—	3.5	—
510	775	GRE	E101	—	28.0	4.3	—
514	437	Heath (C.E.) 20p	483	—	24.99	1.4	7.1
565	351	Harry Robinson	513	+15	11.0	—	2.9
585	256	Legal & General	539	-8	9.75	—	2.6
634	6274	Lincoln Natl Cop S1	E321	—	—	—	—
340	200	London & Co	324	-3	7.16	—	3.0
629	499	London United 20p	805	-5	20.0	2.6	3.4
646	634	Harold McLaren S1	E381	—	—	—	—
613	32				0.32	0.4	3.8

كتابنا من الأصل

NYSE

بإضافة الأصل

AMEX COMPOSITE CLOSING PRICES

P/E 100s High Low Last Chng					P/E 100s High Low Last Chng					P/E 100s High Low Last Chng					P/E 100s High Low Last Chng									
AT&T	369	17	104	104	+	Danone	58	167	116	5-18	17	104	104	+	IndySep	28	32	29	29	+				
Adams	200	17	177	177	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
Alcoa	230	16	104	104	+	DanPac	16	210	117	117	+	IndySep	28	32	29	29	+	Integy	506	12	127	64	64	+
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WALL ST.

Continued on Page 39

FINANCIAL TIMES

WORLD STOCK MARKETS

AMERICA

Attack made on record after profit-taking

WALL STREET

OVERCOMING A BOUT of morning profit taking, Wall Street blue chips edged ahead to record levels yesterday as buying of takeover and restructuring stocks generated heavy volume, writes *Roderick Oram* in New York.

Credit markets were hampered, however, by caution over present levels of the dollar and bonds which led to prices slipping as much as two-thirds of a point.

The Dow Jones industrial Average closed up 14.19 points at 2,483.97, breaking its previous record of 2,461.03 set on June 23. Yesterday's rise ended a pattern prevailing of a hesitant rally in recent weeks in which it has failed to rise two days in a row.

Gains of 0.89 to 308.29 by the Standard & Poor's 500 and 0.53 to 173.42 by the New York Stock Exchange composite index left both broader market measures just short of their records set on June 22. The American Stock Exchange all share index rose 3.12 to 346.37, its second consecutive record close.

NYSE volume was heavy at 207.5m with advancing issues outnumbering those falling by a ratio of eight-to-seven. It was the first time since early February that the volume had exceeded 200m on consecutive days.

The market's sharp rise on Tuesday during Col. Oliver North's testimony to Congress was seen the morning after as something of an over-reaction.

Some technology stock bounced back from their heavy profit taking earlier in the week. IBM rose 3/8% to \$108.75, Texas Instruments gained 3/4% to \$59.75, Microsoft rose 5/8% to \$54.75 and Lotus Development put on \$2 1/2% to \$29.75 although Unisys fell 1/4% to \$12.75 and Digital Equipment lost 1/4% to \$18.75.

Texasco gained 5/8% to \$49.75 on more than 4.2m shares which made it the third most active NYSE issue on news that Mr Robert Holmes & Court, the Australian raider, had increased his stake to 7.4 per cent.

Standouts in an otherwise dull day included a large group of companies with declared or rumoured restructuring plans. Telezone, up \$2 1/2% to \$37.75, is likely to benefit from stakes in three companies in this category. It holds 26 per cent of Lit-

ton, which rose 3/8% to \$106, on speculation it would announce plans soon. It has 18 per cent in Kidde, which edged up 3/4% yesterday to \$81 1/2 after a sharp rise in its stock in recent weeks before Tuesday's decision to put itself up for sale.

Allegis gained 3/4% to \$92 1/2. The travel group, which announced last month to sell off its hotel and rental operations, reported second quarter net profits of \$1.29 a share against 41 cents a year earlier.

International Multifoods jumped 5/4% to \$37 1/2. It said it would be "surprised" if Nestle made, as rumoured, a \$45 a share takeover offer. Meanwhile, a newspaper reported that the Beitzberg family of Canada had a 4.4 per cent stake in it.

Garber Products added a further 5/4% to \$54 1/2. The company, known for its baby foods, is yet another rumoured candidate for restructuring. Cummins Engine dropped 3/4% to \$86 1/2 after E. F. Hutton's analyst downgraded her investment rating and lowered estimates for second quarter and full year profits.

Among companies reporting higher quarterly profits yesterday, Mead added 5/8% to \$39 1/2, Marriott fell 3/4% to \$39 1/2, and Walgreen was unchanged at \$41 1/2. CBS rose 5/8% to \$17 1/2 despite a drop in second quarter profits to \$3.77 a share from \$4.77.

Alco soared 5/8% to \$22 1/2. Tyco Laboratories, up 3/4% to \$47 1/2, has begun a takeover of the steel conduit manufacturer at \$23 a share.

CANADA

TORONTO soared in heavy trading with advances across the board building on the good gains of the previous day.

Golds posted good gains. Campbell Red Lakes added 3 1/2% to C\$37 1/2, Lac Minerals gained 3 1/2% to C\$43 1/2 and International Corona was up 3 1/2% to C\$39 1/2.

Energy shares covered good ground with Imperial Oil advancing 3 1/2% to C\$78 1/2, Gulf Canada adding 3 1/2% to C\$29 1/2 and Shell Canada rising 3 1/2% to C\$46 1/2.

Among the actives, Enor Energy gained 3 1/2% to C\$34 1/2, Wharf Resources increased 3 1/2% to C\$74 1/2 and Ranger Oil was up 3 1/2% to C\$38 1/2. Mining shares also pushed upwards with Inco gaining 3 1/2% to C\$25 1/2, Alcan rose 3 1/2% to C\$44 1/2 and Noranda added 3 1/2% to C\$33 1/2.

SOUTH AFRICA

GOLD SHARES in Johannesburg followed the fortunes of the bullion price, falling back before recovering to finish only slightly down on the day under pressure from a firmer financial rand.

In a quiet market, Vaal Reefs managed a R2.50 rise to R430 but Randfontein fell R1 to R419 and Driefontein lost 75 cents to R40.50

after a block trade in almost 1m shares.

Elsewhere, De Beers carried on rising with a 50 cent gain to a high of R44, while mining financials saw Anglo American also up 30 cents to R11.30.

Industrials were generally stronger, with SA Breweries adding 20 cents to R20.10.

Karen Fossli examines a reversal in fortunes

Oslo hits high on new confidence

THE NORWEGIAN BOURSE soared to a record for the second consecutive day yesterday owing to the restoration of foreign investors' confidence in the Government, the stability of the oil market and the strength of the krona.

Turnover climbed to Nkr 115.2m (\$17.1m), breaking Tuesday's record. The previous highest trading volume was Nkr 127m in April.

The all-share index surpassed April's peak levels, rising 5.58 to 330.43, having reached 333.84 on Tuesday.

The oil index traded at an all-time high of 294.62, pursuing its

bull run started a week ago when it hit a peak of 287.60 after Opec demonstrated its intention to maintain stability in the oil market.

The shares of Norway's three largest banks, Den norske Creditbank, Kristiania, and Bergen Bank, each increased in value by Nkr 4.50 to Nkr 6.

Industrial shares also did well. The index rose above Tuesday's record by 5.9 reaching 443.61. Dypa

period," said a bourse spokesman, suggesting that increased activity is expected after the holidays.

The Norwegian market has been undergoing significant changes this year. The Government plans to tighten regulations, reflecting its concern about insider trading and the volatility caused by short-term trading.

Investors were shaken last month by a Government proposal for a two per cent tax on share trading and on May 7 the bourse registered its steepest ever one-day fall when it plunged 4.2 per cent to 239.88. The plan has since been dropped.

EUROPE

Brussels builds on peak as Milan steadies

THERE WAS no clear trend in Europe yesterday as Brussels and Oslo hit fresh records. Elsewhere trading was generally steadier, with movements narrow.

Brussels posted further gains as the bull market steamed to a record index of 5,084.73, improving on Tuesday's peak by 28.57.

There was lively interest in Soda which closed Bfr 350 higher at Bfr 15,700. Recently strong chemical issues were little changed but Geveert slipped Bfr 140 to Bfr 7,720 and blue chips continued to command foreign interest.

Holdings showed some hesitation, with GBL losing Bfr 25 to Bfr 3,915 and Cobepe easing Bfr 60 to Bfr 6,090. But Reserve, the stock of Société Générale, prospered and rose Bfr 80 to Bfr 1,170.

Frankfurt steadied towards the end of the day as profit-taking and a lack of buying orders dampened the early rally. Most share prices closed higher in tandem with early gains on Wall Street.

The lack of buyers slowed the advance and led to profit-taking, but the overall mood was better than in recent days. The upward movement of Siemens, which ended DM 3.60 better at DM 684, helped sustain the more optimistic trend although news of a drop in industrial orders and retail sales depressed any bullish sentiment.

Mannesmann firmed DM 2.30 to DM 165.80 after moving towards a recovery and MAN gained DM 2.50 to DM 190.50 after agreeing to combine diesel operations with a French group.

Amsterdam ended mainly lower after a day of active business with selected shares attracting interest.

Royal Dutch was in demand throughout the day, adding 80 cents to F1 290.30 in response to firmer oil prices. Akzo continued to benefit from its recent purchases of Stauffer chemicals specialty unit, closing F1 5.20 higher at F1 168.50.

Airbus Industrie Fokker partly re-

London falls back

EQUITIES ran into a technical correction in London yesterday after their recent strong gains as domestic institutions began to shy away from a series of rights issues and cash calls.

The FT-SE 100 was 8.5 lower at 2,358.9 and the FT Ordinary lost 9.5 to 1,827.2.

GLTs had a lockout session, closing gains of about 1/4. Details, Page 38. BAA pricing, Page 6.

covered from its low opening but was still down F1 2.40 after newspaper reports of a defect in one of its aircraft.

Wolters Samson, due to publish its formal bid for a merger with publisher Kluwer today, fell F1 1 to F1 24. Kluwer, subject to a hostile takeover from Elsevier, lost 40 cents to F1 57.

Milan recuperated slightly from Tuesday's low and the Milan Stock Index advanced 0.65 to close at 932. Volume continued low and gains were attributed to technical factors.

Oliveri was 1 1/2 stronger at L12,250 on its announcement of the creation of a new company for the home computer sector.

Zurich noted an increased turnover in domestic bonds and a day of more active trading as the higher close on Wall Street helped to lift prices.

Swissair bearer was up Sfr 25 to Sfr 1,420.

Paris advanced in moderate trading under the influence of a firm dollar and following the lead of oil issues.

Elf Aquitaine added Ffr 9 to close at Ffr 363. Esso rose Ffr 33 to Ffr 513 a share and BP France posted a gain of Ffr 5.90 to Ffr 106.

Stockholm improved across the board with a healthy performance by blue chips.

Madrid built on its recent advances to end higher.

Tim Dickson reports on speculation around a leading share

Brussels buzzes over Générale raid

A MYSTERY buyer of shares in Société Générale de Belgique, Belgium's largest industrial and commercial holding company, has left the Brussels bourse buzzing with excitement in the last few days. The company's stock was in demand again yesterday and hit a high of Bfr 4,170, compared with Bfr 3,600 two weeks ago.

There is intense speculation in who might be behind the raid, with suggestions ranging as wide as the British group Hanson Trust and the Japanese securities group Nomura (which is organising Société Générale's forthcoming Tokyo listing) to

possible American and West German buyers.

The gossip also extends to the likely motives since "La Générale" as the group is affectionately known locally, has a finger in just about every Belgian pie (more than 2,000 individual stakes in other companies).

The rumours have been fuelled by the fact that instead of using one of the bigger Brussels stockbrokers the buyer is understood to have placed all his orders through Denis Vandenberg, one of the city's finest firms.

While an aggressive takeover of Société Générale is unthinkable in parts of the Belgian business and financial community, the company's shares are very widely spread, perhaps 70 to 80 per cent are in uncommitted hands, and after the recent unsuccessful assault on the largest local insurer Royale Belge by Axa of France anything seems possible.

One of the more intriguing rumours surrounds Cerus, the French group controlled by the Italian entrepreneur Mr Carlo de Benedetti in whose Spanish subsidiary Société Générale recently took a significant minority stake.

La Générale itself, meanwhile, is outwardly at least unmoved.

ASIA

Nikkei falls again, Sydney soars

TOKYO

LIGHT SELLING of high-technology and consumer linked stocks late in the session drove equities sharply lower in Tokyo yesterday for the fifth consecutive day as bond prices plunged and the dollar rose, writes *Shigeo Nishitaki* of Jiji Press.

After the close, the Tokyo Stock Exchange decided to ease restrictions on margin trading, effective from today.

The Nikkei average plunged 343.87 to 23,472.42 after surging 299 at one stage on a strong overnight rally on Wall Street. Turnover stayed weak at 605m shares, compared with Tuesday's 571m. Declines outpaced advances by 639 to 289, with 131 issues unchanged.

The Nikkei's closing level marked a 9.5 per cent fall from its June 17 peak of 25,828.42.

High-technology stocks tumbled in late trading. Matsushita Electric Industrial fell Y160 to Y2,140, NEC Y140 to Y1,900, Hitachi Y70 to Y1,080 and Fujitsu Y90 to Y1,040.

An official at a large securities firm attributed the slide to increased selling by non-residents sparked by the year's recent weakness against the dollar.

Large capitals eased across the board: Nippon Steel, the busiest stock with 34.73m shares traded, weakened Y3 to Y308, Kawasaki Steel Y6 to Y237, Ishikawajima-Harima Heavy Industries Y15 to Y625 and Mitsubishi Heavy Industries Y4 to Y563.

Electric power and gas utilities were also dull and the construction and property sectors performed badly.

Financials were hurt almost across the board: Sumitomo Bank lost Y60 to Y3,550, Tokio Marine and Fire Insurance Y90 to Y2,090 and Nomura Securities Y130 to Y4,260.

Among chemicals, Mitsubishi Chemical Industries was down Y30 at Y1,140 and Tokuyama Soda Y36 at Y770.

Oils featured in early trading on the surge in crude oil prices but later faded. Nippon Oil, second busiest with 26.6m shares, closed unchanged from the previous day's close at Y94 after climbing Y32.

Bonds plummeted on the likelihood of higher interest rates, after the dollar climbed above Y150 to Y160, a record for the first time in about 3 1/2 months.

The yield on the benchmark 5.1 per cent 10-year government bond

falling due in June 1988 opened at 4.190 per cent, compared with the previous day's 4.055 per cent. It ended at 4.215 per cent in TSE block trading and later rose further to 4.330 per cent in inter-dealer trading.

AUSTRALIA

THE SURGE continued in Sydney despite the Australian dollar's plunge and weaker gold prices as investors took their cue from strong gains in stock index futures in heavy trading.

The All Ordinaries index rose 20.8 to 1,883.5 for a two-day gain of 49.9 points.

Industrials benefited sharply, with Brambles Industries climbing 50 cents to A\$10.30, News Corp gaining 80 to A\$20.80 for a two-day rise of A\$1.30, John Fairfax adding 20 to A\$4.90, and Land Lease up 60 at a year's high of A\$14.

In resources, Western Mining rose 22 cents to A\$7.28, while banks saw National Australia fall 31 cents to A\$4.75 after the announcement that it will buy three Midland subsidiaries.

Australian financial markets, Page 20

HONG KONG

BANKS again led the Hong Kong market to a fresh record as the Hang Seng index rose 14.97 to 3,251.38 and the Hong Kong index put on 8.17 to 2,109.43 in turnover worth HK\$1.38bn.

Hang Seng Bank gained 75 cents to HK\$43.25, Bank of East Asia 20 cents to HK\$27 and Hongkong Bank 10 cents to HK\$9.40.

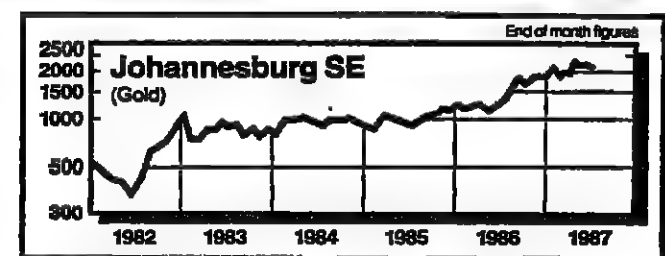
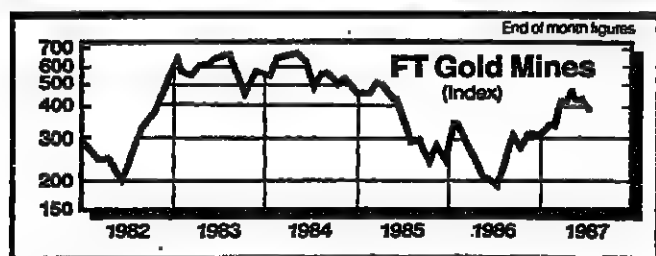
Properties also advanced, with Sun Hung Kai up 30 cents at HK\$17.50 and Cheung Kong adding 10 cents to HK\$12.70.

SINGAPORE

A DAY of mixed trading in Singapore saw the Straits Times Industrial index edge up 1.01 to its fifth consecutive high, reaching 1,333.44, as buying and profit-taking offset each other.

In slightly lower turnover, Malay Banking added 15 cents to S\$7.95 and Genting was up 10 cents at S\$6.90 and Fraser and Neave, off 30 cents at S\$12.50. Singapore Airlines and OCBC were steady at S\$12.90 and S\$101.10 respectively.

KEY MARKET MONITORS



STOCK MARKET INDICES

NEW YORK	July 8	Prev	Year ago
DJ Industrials	2,483.97	2,429.53	1,821.0
DJ Transport	1,033.32	1,021.73	752.50
DJ Utilities	206.07	204.87	198.23
S&P Comp.	307.79	304.52	241.58

LONDON FT

	July 8	Prev	Year ago
Ind	1,827.2	1,836.7	1,331.5
SE 100	2,358.9	2,365.4	1,990.0
A All-share	1,233.30	1,193.44	877.23
A 500	1,191.17	1,124.81	799.80
Gold mines	391.8	386.8	202.4
A Long gft	9.13	9.16	9.31
World Act. Ind	128.24	129.56	92.55

TOKYO

	July 8	Prev	Year ago
Nikkei	23,472.42	23,816.09	17,784.1
Tokyo SE	1,361.03	1,352.57	1,238.83

AUSTRALIA

	July 8	Prev	Year ago
All Ord.	1,883.5	1,862.8	1,126.2
Minis & Mins.	1,165.6	1,152.0	486.3

AUSTRIA

	July 8	Prev	Year ago
Credit Aktien	184.99	184.33	240.10

BELGIUM SE

	July 8	Prev	Year ago
	5,024.79	5,005.00	3,710.00

CANADA

	July 8	Prev	Year ago
Toronto	3,132.57	3,020.83	1,992.0
Mei & Mins.	3,929.07	3,636.60	2,997.3
Composite	1,998.83	1,946.96	1,508.09

DEMARK SE

	July 8	Prev	Year ago
SE	225.65	205.55	215.56

FRANCE

	July 8	Prev	Year ago
CAC Gen	421.80	418.60	368.1
Ind. Tendence	107.40	106.50	88.02

WEST GERMANY

	July 8	Prev	Year ago
FAZ-Aktien	626.71	621.53	603.75
Commerzbank	1,303.70	1,286.40	1,022.8

HONG KONG

	July 8	Prev	Year ago
Hang Seng	3,251.38	3,226.41	1,752.24

ITALY

	July 8	Prev	Year ago
Banca Com.	674.38	669.97	709.05

NETHERLANDS

	July 8	Prev	Year ago
ANP CBS	313.50	313.50	289.5
Gen	265.80	265.80	288.8

NORWAY

	July 8	Prev	Year ago
Oslo SE	443.61	443.61	352.83

SINGAPORE

	July 8	Prev	Year ago
Straits Times	1,333.44	1,333.44	1,011.0

SOUTH AFRICA

	July 8	Prev	Year ago
SE	2,085.0	2,125.5	1,189.0

SPAIN

	July 8	Prev	Year ago
Madrid SE	254.56	250.33	175.82

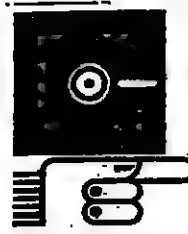
SWEDEN

	July 8	Prev	Year ago
J & P	2,761.00	2,764.00	2,476.51

SWITZERLAND

	July 8	Prev	Year ago
Straits Times	622.10	619.10	548.6

SECTION III

FINANCIAL TIMES
SURVEY

The record of European industry in technological innovation has become increasingly patchy in recent years.

Now, faced with intense global competition, there is growing concern among policy-makers over Europe's weakness in electronics-based sectors, as Terry Dodsworth, Industrial Editor, reports here

Collaboration is the key

IN RECENT years, a new consensus has developed in European high technology industry which runs rather like this:

The region, it is said, seems to have lost the ability to innovate effectively and competitively. Large, established groups with significant financial resources have failed to adapt themselves sufficiently to new markets, while the small entrepreneurial companies which should be developing to take advantage of new opportunities are simply not emerging. And throughout a range of industries, companies have been frustrated in putting together the pan-European organisations which ought to have been established to take advantage of the Common Market.

The series of research and development initiatives which have rolled out of both the European Community and individual European Governments during the mid-1980s aim to address problems of this kind. Programmes such as the Esprit and Race collaborative research ventures are intended to stimulate research and bring together companies which have remained isolated by national barriers in the past.

The same can be said of a

project like the joint Philips-Siemens research and development effort in advanced microchips, an agreement which brings together the two biggest European companies in their field.

Behind these efforts to revitalise and reorganise European high technology sectors lies the fear that the region will slip back economically if it simply relies on buying technology from overseas or on persuading foreign companies to transfer their technology to plants established in Europe. New exporting industries need to be developed, it is argued, to replace Europe's traditional areas of strength.

At the same time, there is a risk of becoming too over-dependent on foreign technology that could be withdrawn; restrictions on US high technology exports have in the last few years demonstrated these dangers to European companies.

Nevertheless, these weaknesses in the European industrial structure are by no means evenly spread across all sectors. In some areas, European research and innovative products have established a world position; and in a few industries, the region has managed to reorga-

nise its manufacturing into units that are capable, in terms of size, of competing against their best US and Japanese counterparts.

The more positive side of the balance sheet could be summed up as follows:

• In the pharmaceutical industry, European companies have attained and are continuing to maintain a position of great strength, both in the size of the companies involved and in their record for introducing innovative new drugs.

Hoechst and Bayer from West Germany, Ciba-Giey from Switzerland and Glaxo from the UK are all in the world's top ten drugs companies, and Glaxo is the fastest-growing pharmaceutical group in the world.

These companies have attained international status, earn strongly in export markets, and show no signs of being shoved off their perch by the

Japanese, despite the large effort Japan is putting into the sector.

• European civil aerospace manufacturers have managed to establish a counter-weight to the enormous power wielded by the American industry. Rolls-Royce in engines and the Airbus consortium in airframes have developed products which are now gaining ground in world markets.

• In military aerospace, European companies have become increasingly interdependent, working together to create products which bear comparison with the output of the much larger US industry. The new four-nation European Fighter Aircraft, sponsored by the UK, West Germany, Italy and Spain, will boast a variety of exotic new technologies, from advanced materials to computer-controlled flying, or "fly-by-wire" techniques.

• The European telecommunications industry has spawned several companies, such as Siemens, the French Alcatel and Ericsson of Sweden, that compete effectively on the world scale.

With the takeover of ITT's interests in Europe, Alcatel has now become the second largest telecommunications company in the world after AT&T of the US, and Siemens is now making inroads into the American market for large-scale switching equipment.

Europe also has some strong cable manufacturing companies—STC of the UK and Cables de Lyons of France—and has begun to show signs of responding to the need for more uniformity in standards in the region: the recent decision to adopt a common pan-European system for digital cellular mobile radio telephones is a significant breakthrough towards

common standards. It may also help Europe establish a strong manufacturing base in the industry, bringing together a number of different national companies in a variety of consortia.

• In the nuclear energy field, Europe has established world leadership in both fast breeder reactor development, and in research into fusion power. In both ventures this is being done through collaborative agreements.

Against these areas of achievement, however, there are an equal number of industries where the outlook is either uncertain or bleak.

• Europe's computer software manufacturers, for example, have come under increasing pressure to maintain their reputation as among the best in the world.

The rise of entrepreneurial new American companies such as Microsoft and Lotus has

shown the advantages that flow to new companies from being closely in touch with large national markets. By comparison, European companies tend to be small and operate in limited markets.

• The European space industry, after a heady period in which it seemed to be establishing itself as a viable enterprise, has run into serious problems with its launch vehicle, Ariane. These hiccups are causing considerable delays in the programme, and in the meantime, discussions are mired down on the role of Europe in the proposed international space station programme.

• In factory automation, Europe still lags behind the developments in Japan and the US, particularly in the emerging field of computer integrated manufacturing, where European companies are being left behind by large international groups such as IBM and Honeywell.

• In biotechnology, which can be regarded as an exotic branch of the pharmaceuticals industry, the Americans have grasped the initiative so far. This leaves European companies exposed to the threat of seeing their strength in the health sector eroded over time.

• The efforts to develop a stronger indigenous European computer industry have largely failed, leaving mainframe manufacturers relatively isolated in their home markets. IBM and the other established American groups continue to dominate this sector, and the main European companies that remain—Bull, Siemens and ICL—are being forced into niche strategies.

• In semiconductors, Europe still clearly lags behind its competitors, although a whole raft of support mechanisms have been introduced over the past few years, both in terms of volume produced and its level of technology. A range of new corporate and Government-backed investment initiatives may have begun to reduce the technology gap, but it is still very wide.

It is this weakness in the electronics-based industries that has come to concern European policy makers the most. Microelectronics—the development

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shown the advantages that flow to new companies from being closely in touch with large national markets. By comparison, European companies tend to be small and operate in limited markets.

• The European space industry, after a heady period in which it seemed to be establishing itself as a viable enterprise, has run into serious problems with its launch vehicle, Ariane. These hiccups are causing considerable delays in the programme, and in the meantime, discussions are mired down on the role of Europe in the proposed international space station programme.

• In factory automation, Europe still lags behind the developments in Japan and the US, particularly in the emerging field of computer integrated manufacturing, where European companies are being left behind by large international groups such as IBM and Honeywell.

• In biotechnology, which can be regarded as an exotic branch of the pharmaceuticals industry, the Americans have grasped the initiative so far. This leaves European companies exposed to the threat of seeing their strength in the health sector eroded over time.

• The efforts to develop a stronger indigenous European computer industry have largely failed, leaving mainframe manufacturers relatively isolated in their home markets. IBM and the other established American groups continue to dominate this sector, and the main European companies that remain—Bull, Siemens and ICL—are being forced into niche strategies.

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It is this weakness in the electronics-based industries that has come to concern European policy makers the most. Microelectronics—the development

and manufacturing of semiconductor components—is regarded as a vital base technology which underpins an increasing range of downstream industries.

Just as importantly, the computer industry, which depends crucially on the ability to design new and more powerful chips, is becoming an ubiquitous productivity tool as computers work their way down into the roots of most organisations.

In both of these areas, Europe is in heavy deficit. On the electronic components side, for example, the European Community ran up a trade deficit in 1985 of \$2.6bn, according to BIS Macintosh, the market research group. The imbalance in the computer sector was even more dramatic—a total of \$5bn, and BIS calculates that the region's total deficit in electronics, including other sectors such as consumer products and office equipment, amounted to \$8bn. In telecommunications, the region remains in surplus, but even here the positive balance is diminishing.

Europe's traditional answer to its technology problems has been to try and improve the performance of its manufacturers by reorganising them in larger groups, often around a national "champion" charged with giving direction to a particular industry.

In recent years, however, the policy emphasis has been changing towards efforts to liberalise the frequently rigid market structures in the region. Manufacturing performance, it is argued, has often been undermined by the featherbedding of companies in their domestic markets, combined with the frustration of expansion possibilities created by protectionism throughout the region.

This sort of thinking was expressed most frequently in the EC's recent green paper on telecommunications, which is aimed at bringing down barriers within the European telephone market. Many industrialists now support these moves.

Indeed, a round table of senior executives representing some of Europe's largest high technology companies has been

Continued on page 2

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EUROPEAN HIGH TECHNOLOGY 2

Research and development

Global challenge intensifies

COLLABORATION IN research and development between European companies has emerged in the past few years as a major focal point of Western Europe's efforts to revitalise its competitive performance in advanced technologies, particularly electronics.

The most prolific source of initiatives has been the European Community, which has launched a succession of subsidised programmes including Esprit in information technology, Brice in factory automation, and Race, a project to develop the technologies for an EC-wide broadband telecommunications network.

Last year also saw the creation of Eureka, which has been backed by 20 European governments. As well as embracing countries outside the EC, Eureka is intended to encourage the joint development of "close to market" projects with clear commercial applications.

Most of the EC-sponsored programmes, by contrast, support "pre-competitive" research, a grey area which stops short of joint product development.

In practice, there has turned out to be a fair degree of overlap and duplication between projects covered by Eureka and Esprit. That has added a further level of complexity in an area which to most people outside the Europe's high-technology industries — as well as to some insiders — is already somewhat confusing.

All these exercises in EC- and government-sponsored collaboration obviously reflect a growing political anxiety about Europe's long-standing problems of "technology lag". But what are they supposed to achieve — and will they really make any difference to its industries' competitiveness?

Three principal factors have given impetus to the recent urge to collaborate:

• The soaring investments and multiple technological disciplines required to develop many types of electronics products, which now often exceed the resources of individual companies.

• The debilitating fragmentation of European industries and

markets along national lines, which has led to wasteful duplication of effort by different European countries, frequently at each other's expense.

• The belief that western Europe must adopt a more united stand if its industries are to survive the global battle for technological supremacy being waged by the US and Japan.

Probably the most important achievement of the collaboration initiatives launched to date has been to contribute to a change in attitudes. By stimulating closer contacts between industries in different countries, they have helped to break down psychological barriers which have long caused many European companies to view each other with hostility and suspicion.

Some participants in Esprit say that working more closely with other companies has enlarged their horizons beyond their national markets and awakened them to the global competitive challenge. That, in turn, has helped foster industry-wide support for joint action, notably in support of common EC technical standards, which are widely viewed as a way of opening up European electronics markets.

How far government-sponsored collaboration has helped to force the pace of technological innovation is more debatable. While Esprit has begun to produce some results, it is difficult to say with certainty whether or not these might have happened anyway — or whether they are worth the investment in public subsidies involved.

A recent study by the Royal Institute for International Affairs, while favouring intra-EC technological collaboration on political and strategic grounds, points out that research can often be more expensive and harder to organise when conducted jointly than when carried out within a single company.

A more fundamental question is whether, by placing so much emphasis on joint R&D, recent EC and government policies are really attacking the key reasons for Europe's competitive weakness in electronics. Many independent analyses agree that

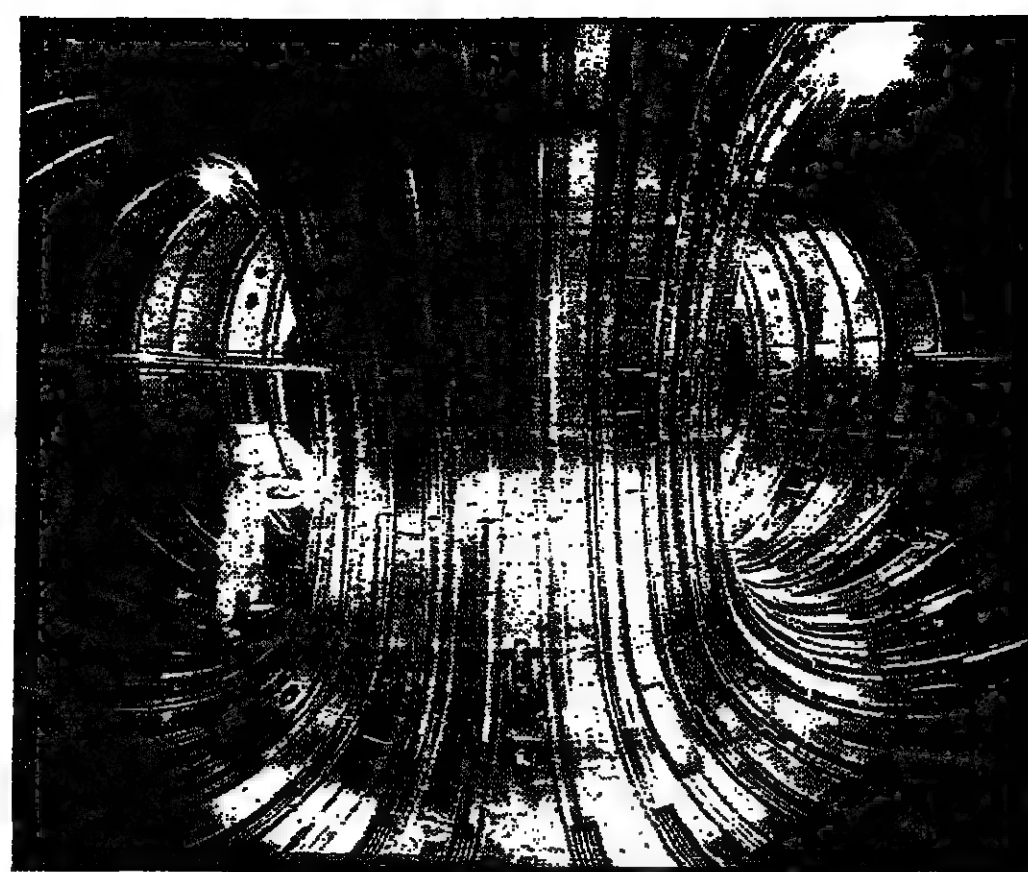
these stem less from any shortage of R&D investment than from a failure to turn technology speedily into commercial products and market them aggressively worldwide.

This point is underlined by figures published by the Organisation for Economic Co-operation and Development, which show that in 1983 total resources per researcher in the EC were almost equal to those in the US and much higher than in Japan and, in business enterprises, were the highest in the world.

However, the OECD figures show also that the European electronics industry has been relatively inefficient in using those resources. Since the mid-1970s, it has had to invest twice as much capital on average as Japan and 40 per cent more than the US to achieve an equivalent annual increase in output. Hence, simply to go on pouring subsidies into joint R&D may not be very productive. Indeed, several EC governments have recently hesitated about committing further substantial funds. The proposed Community research budget for the next five years has been pared to Ecu 5.7bn, barely half the amount asked for by the Commission, but the UK, however, has continued to back at spending even at this reduced level, blocking an agreement during the first six months of this year.

Since the acrimonious European Council meeting at the end of last month, prospects have been clouded with even greater uncertainty. Though Mrs Thatcher, the British Prime Minister, offered a compromise which would have allowed spending to go on temporarily at recent rates, the future of the research programme became bogged down in disagreements between the UK and its EC partners over the much wider question of the financing of the Community budget.

Whether new funding for EC research can be agreed in the absence of an agreement on the entire budget issue is now highly questionable. Some leading electronics companies, for their part, want to push EC collaboration beyond the research stage into joint product development.



One of the most successful co-operative ventures in nuclear fusion research is the Joint European Torus at the UKAEA Culham. The picture shows the vacuum vessel in which gases are heated to enormous temperatures.

They are seeking EC backing for more than 20 "technology integration projects," large-scale schemes to develop specific products and systems such as supercomputers and voice-activated terminals.

The proposals have aroused some controversy, however. EC competition authorities, alert to the danger of industrial cartels being formed, appear uneasy about sanctioning the extension of collaboration so close to the market — and particularly if it is to be subsidised by Community funding.

These concerns underscore a broader point that European industrial policies in the high-technology sector, at both national and EC level, have long tended seek solutions primarily by efforts to restructure suppliers into bigger groupings.

The almost unquestioned assumption has been that sheer size is the answer to the American and Japanese challenge. Much less attention has been paid to promoting competition and freer markets. Indeed, a striking characteristic of Europe's major electronics companies is that, in parallel with their failure to collaborate,

they have hardly ever competed directly against each other across European markets. For most of them, preserving their entrenched positions at home has traditionally taken precedence over pan-European expansion.

This behaviour undoubtedly places them at a severe handicap in relation to Japanese electronics companies, which compete ferociously against each other at home before saluting forth internationally. The invigorating spur of competition is probably a more important factor in sharpening their commercial edge than the famous — and often over-rated — industrial co-operation promoted by bodies such as the Ministry for International Trade and Industry.

Furthermore, protected government orders, particularly in defence and telecommunications, have shielded many larger European electronics companies from the full rigours of commercial markets. In many countries, these orders have long been restricted to a few favoured suppliers and used to promote "national champion" policies.

However, the pressures for increased competition are growing. The EC Commission, in a recent Green Paper, recommended the UK's liberalisation of telecommunications as a model for other countries and called for freer competition in customer terminal equipment and value added network services.

As part of its programme for opening the EC internal market, the Commission is also preparing proposals for the relaxation of national public procurement policies.

Collaboration trend

Continued from page 1

actively lobbying in Brussels in support of the concept of a totally open market in 1992.

At the same time, however, many of them feel that liberalisation alone will only provide part of the answer. They point out that American companies have been highly successful in establishing pan-European semiconductor activities, and that there are wide areas of the non-governmental computer business which are open to all-comers, and which have, in fact, been captured by foreigners.

From this point of view, Europe's problems seem more related to cultural differences and a lack of drive in the industrial establishment. Breaking down these cultural barriers may be a crucial step in giving

Research trends

• Growth rates of industrially-funded research and development projects

Country 1967-83 1967-75 1975-83

Japan 10.8 10.6 10.9

USA 4.1 2.4 5.7

W. Europe 4.4 4.3 4.5

Source: OECD figures.

European companies the confidence to expand aggressively in Europe. And for this reason, it may be that the joint research programmes that are now springing up like mushrooms after a Spring rain may form a crucial catalyst in the development of genuinely pan-European high technology industries.

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High performance materials

Cashing in on composites

ADVANCED composites, the strong but light materials made by combining high-performance fibres and polymers, are at first sight a classic instance of Europe missing the technological boat.

The main market for advanced composites — which are best thought of as a sophisticated form of fibre glass — is in aerospace, particularly in the US. The leading companies are almost all US-based or Japanese, though many of the US companies have been extensively acquired by European groups in the past three years.

The attraction of composites is that they offer a return to the great days of growth in the plastics industry, based on substitution for metal. As yet the materials are too expensive — and too poorly understood by engineers — to be a truly mass market.

But as they move from high-performance jet fighters, space shuttles and missiles into the wider world of civil aerospace and — above all — the motor industry, some chemical companies are projecting growth rates of between 15 and 20 per cent a year.

BASF of West Germany, which aims to become a major player in this industry, puts the present market for composites in their unfinished state — known as pre-pregs — at \$800m worldwide.

By 1991, says BASF, that is expected to reach \$1bn. Du Pont of the US, also a company with great ambitions in the field, reckons that by the year 2000 the figure will be \$10bn.

In the history of advanced composites a crucial development was that of carbon fibre, the enormously strong but light fibre which acts to stiffen the basic polymer and gives it directional strength.

Carbon fibre was first developed 20 years ago by the Royal Aeronautical Establishment at Farnborough in the UK, in co-operation with Rolls-Royce.

Rolls-Royce then proceeded to lose huge sums in trying to make aero-engine parts from the new material. Carbon fibre was then offered to ICI, which turned it down, and was taken up by the UK textile producer Courtaulds.

Courtaulds, however, made little headway with the new material, and it was left to Hercules of the US to develop the market, using Courtaulds' technology under licence.

Hercules now claims to be the world's leading player in the field of advanced composites, though in carbon fibre technology, the US has already been overtaken by Japan, and in particular by the two fibres companies Toray and Toho Rayon.

As the market developed in the US, European companies were slow to wake up to the scale of the missed opportunity. Eventually, the only way in was through acquisition.

ICI set the pace late in 1964, with the \$750m acquisition of Bestre Chemical of the US, which had among its businesses a company called Fibertite, much the biggest producer of pre-pregs in the world. BASF of West Germany, outbid by ICI on that deal, spent \$135m the following year on another big US pre-pregger, Nalco.

Others have followed suit since then include BP, which last year spent \$240m on HITCO, the composites business of the US company Owens Corning.

The EP purchase illustrates the difficulty of building up a composites business from a European base. Since 1979 the company had owned Bristol Composites of the UK, which was originally part of the old Bristol Aeroplane Company and had been involved with Rolls-Royce in the early development of carbon fibre.

Despite its sales to aerospace manufacturers, Bristol Composites had no presence in the US except a sales office in California. By last year its sales were only \$16m. The addition of HITCO increases that by a factor of 10.

On the other hand, the world's leading supplier of the high-performance plastics used to bind the fibres in composites is European — Ciba-Geigy, of Switzerland. Perhaps heartened by this success, BASF aims to develop a domestic European composites base to add to its US purchases.

Besides its Narmco acquisition, BASF has been making carbon fibre in the US since 1982, using technology licensed from Toho in Japan. Through its Quantum subsidiary in Connecticut, it also undertakes the work which defeated Rolls-Royce, making jet engine parts from carbon fibre.

The company is now busy building an advanced composites plant at its giant Ludwigshafen complex in West Germany, at a cost of some DM 45m. It is also spending heavily on research — between 10 per cent and 20 per cent of composite sales worth around DM 500m, according to Dr Franz Haaf, head of the group's advanced composites division.

BASF also plans to enter the Far East market for pre-pregs, again with its licensing partner Toho Rayon. A joint venture was formed at the beginning of this year, aimed at supplying the Japanese market for aviation and aerospace.

"A comparison with our competitors shows that BASF, along with Du Pont and perhaps Hercules, are among the companies that are most thoroughly integrated and have the broadest scope of activities," says Dr Haaf.

Despite that, the European chemical industry has been late to enter the advanced composites business. Fortunately, it has now done so at a time when its profitability has allowed it to spend large sums in catching up.

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EUROPEAN HIGH TECHNOLOGY 3

Advanced ceramics

Volume uses beckon in cars and aviation

The big question being asked of advanced ceramics today is not if, but when substantial industry applications will develop. With potential uses in aerospace, automotive and superconductivity (zero electrical resistance) the stakes are high.

Superconductivity alone has a worldwide system value estimated at \$1bn and a growth potential taking it to between \$9 and \$21bn by 1997. With announcements of new ceramic superconducting materials coming weekly the major problem is predicting which direction the technology will take. The automotive and aerospace markets for advanced engineering ceramics is no more predictable.

Today's superconductor business is well defined and relatively easy to quantify. The unknown quantity is the impact of the new "high temperature" ceramic materials. All current superconducting applications use metal alloy materials discovered in the late 1950s—niobium titanium and niobium tin—operating at liquid helium temperatures, 4.2 Kelvin (K) — 269°C.

The tantalising attraction of superconductivity is of course zero electrical resistance. The down side of this is that until recently it could only be achieved at temperatures approaching absolute zero (-273.15°C). Recent materials announcements make room temperature superconductivity a real possibility but these developments have yet to show any practical benefit over existing materials.

The large scale use of superconductors is as powerful magnets, 5-10 x more powerful than conventional electromagnets. The microelectronic sector uses comparatively small amounts but is a potentially bigger business.

Medical nuclear magnetic resonance equipment accounted for world sales estimated at \$500m in 1987, half the total market value. The remainder is made up of applications in high energy physics, fusion research and speculative projects, such as magnetic levitated vehicles.

In the next decade NMR could be worth \$1bn but the computing market could be worth \$4.5bn according to research by

Baring Securities. The computing estimate is very subjective as this market does not yet exist. The most promising application on the horizon is the mini-synchrotron being developed for IBM to provide an X-ray source for semiconductor manufacture. The first machine, estimated to cost \$10m, will be delivered in 1990. However, the market is finite and Winsor sees a potential population of 200 machines.

Where the market develops outside these established superconductors is dependent on how the new materials discovered in the early 1980s commercially. The advantages are obvious. Perovskites, as the new ceramics are called, exhibit superconductivity at 93K and can be cooled by liquid nitrogen.

With helium costing 30 times more than nitrogen potential savings could be substantial. These materials show interesting developments and how they develop will influence the way the industry evolves. If, as seems likely, materials operating at liquid nitrogen temperatures become practical propositions then costs will undoubtedly come down. The microelectronics market also has substantial growth potential.

It is not just the exotic end of the industry that is benefiting from developments in ceramics. Both aerospace and automotive industries show great but unfulfilled possibilities for advanced engineering ceramics.

These materials, though less exotic than superconducting ceramics, are opening up new avenues of engine design.

According to David Lloyd of the British Ceramic Research Association, the drive is now for processing techniques rather than new materials. While the materials are hard, wear resistant and can operate at high temperatures they are also brittle. Improving the ductility of ceramics is seen as the key to automotive and aerospace applications.

Because of the safety critical nature of aerospace it is the automotive industry that has made the first tentative steps into ceramic components. Penetration of the technology is, however, slow. Although research is being carried out

throughout the world, including the UK's DTI/industry initiative CARE (ceramic applications in reciprocating engines), applications are few.

The goal of higher performance engines running faster at higher temperatures is producing some isolated uses, however. In Japan Nissan is using a ceramic rotor in an engine turbocharger and Isuzu has ceramic pre-combustion chambers in its diesel engines.

Forsche, too is using ceramic exhaust ports in its 944 engine. Volume manufacturers such as Ford and General Motors are actively looking at developments but are reluctant to go into production because of reliability implications. A fabrication problem common to both aerospace and automotive applications is joining ceramics and metals together. The different thermal expansions could tear components apart.

No ceramic component has yet appeared in a production aircraft engine. Large scale incorporation of the materials would make it possible to run engines at higher temperatures and efficiencies but the lack of information on predictability and reliability makes this impractical at present.

The driving force behind setting up Britain's advanced ceramic in turbines project (ACT) was to gain better understanding of the behaviour of ceramics. Rolls Royce sees the main areas suitable for ceramic parts as the hot end of the engine, turbines, turbine shrouds and bearings. Before any of these parts can be put into production, closer controlled manufacturing processes need to be developed to give more reliable and fault tolerant components. Fuller understanding is also needed of stress distribution and life prediction methods.

A solution to these problems, plus more ductile materials, will see low stress components, such as turbine shrouds and bearings entering service in five years. Turbines will not be available for a number of years after that. With the current rate of research the technology to make reliable blades will not be around until the mid 1990s.

Ian Bowman

Technical collaboration

Closer links forged

ONE OF the most telling features of Europe's weak competitive performance in information technology has long been its failure to breed broadly-based industrial groups which operated on a genuinely pan-European scale.

While many US companies such as IBM, Motorola and Hewlett-Packard have structured their European businesses on a trans-national basis which has enabled them to maximise efficiency, most of the indigenous European industry has remained severely fragmented along national lines.

Only Philips, the Dutch electronics group, has operated widely outside its home market, though many of its subsidiaries have traditionally limited their operations to the countries in which they were based. Furthermore, when European companies did indulge in takeovers and joint venture arrangements, they were invariably more disposed to do deals with US companies than with partners in neighbouring countries.

Recently, however, there has been a number of signs that the constraints which have long prevented a restructuring of the European industry across borders are starting to loosen. Faced with fierce global competition, mounting development costs and the need to seek access to bigger markets, Europe's electronics companies are suddenly displaying a new-found enthusiasm for mergers and alliances.

The trend has noticeably gathered momentum in the past 18 months, which have seen the following moves:

- The acquisition by CGE of France of a controlling interest in the wide-ranging European telecommunications businesses of ITT of the US.

- The sale of CGCT, the faltering French public exchange manufacturer, to Sweden's L. M. Ericsson and France's Matra.
- The merger of SGS-Ates, Italy's main microchip maker, and the non-military semiconductor operations of Thomson, the large French electronics group.

- The takeover by Olivetti, the highly successful Italian electronics group, of Triumph-Adler of West Germany, the

office systems and typewriter maker formerly owned by Volkswagen.

- The agreement by Philips and Britain's General Electric Company to merge their medical electronics businesses in a joint venture.

- The formation of European Silicon Structures (ESS), a custom microchip company deliberately organised as a trans-European business with no explicit national affiliation and operations spread across several countries.

Mutual suspicion and jealous rivalry between countries have played a big role in discouraging cross-border mergers until now. Political ambitions for "national champion" industries and European governments' fear of having to accept a position of technological inferiority vis-à-vis their neighbours have kept the doors firmly closed.

The climate was made even worse by the debacle in the mid-1970s of Unidata, a grandiose effort to bring together the computer industries of France, West Germany and the Netherlands in a single grouping with the size and resources to take on IBM and other US competitors head-to-head. It foundered both on the sheer practical difficulty of integrating its diverse constituent parts and on bitter political disagreements over the exercise of management control.

The Unidata fiasco left such a sour taste that almost no further attempts at cross-frontier link-ups in the electronics industry were made for the following 10 years. The only noteworthy exception was the partitioning by Philips and Thomson in the early 1980s of much of West Germany's consumer electronics sector, which was in such dire straits that there was little realistic alternative to foreign takeover.

Key question

Does the latest wave of deals stand a better chance—and how far will they contribute to improving the competitiveness of Europe's information technology industries? Of all the lessons of the failure of Unidata, perhaps the most important was the hazards—and ultimate futility—of government-inspired mergers whose

European Community programmes

A sample of major projects

Programme	Date	Duration	Budget in ECUs	Emphasis	Future plans
Bep	1982	4 years	15m	Promotion of academic/industrial links; support of post-doctoral training and exchange	Succeeded by Bap
Esprit	1983 (Pilot phase)	1 year	11.5m	Microelectronics, software technology, advanced information processing, office systems, computer integrated manufacture	Phase 2 (5 years)
	1984 (Phase 1)	5 years	750m		
Race	1985 (Definition phase)	18 months	40m	Establishment of a technological base for the introduction of a Community-wide IBCN telecommunications infrastructure and services	Phase 2 (5 years)
	1987 (Phase 1)	5 years	currently being decided		
Brise	1985	4 years	125m	Development of advanced technologies to support traditional industries within the EC	
Bap	1986	5 years	50m	Promotion of research and training and contextual developments in enzyme, genetic and protein engineering	
Comett	1986	4 years	80m	European network of university/industry training partnerships	Phase 2 (3 years)

Source: Claire Shearman, February 1987, in "European Technological Collaboration" (Chatham House Papers, 36).

overriding objective is simply to produce big companies with little regard to the markets in which they operate.

Several of the recent transactions, on the other hand, owed nothing to government assessment of opportunities and advantages by companies and investors. This is true of Olivetti's purchase of Triumph-Adler, the GEC-Philips joint venture and the creation of ESS.

As state-owned companies, SGS-Ates and Thomson both required the consent of their respective governments for their alliance, which will receive substantial state financial support. Furthermore, they have been obliged to promise that any redundancies stemming from the merger will be divided equally between France and Italy.

However, the primary reasoning behind their move appears to be commercial, and it has been widely applauded by industry analysts. By combining two businesses with complementary product lines and geographic spread under the dynamic leadership of Mr Pasquale Pistorio, the head of SGS, the deal is considered to stand a fair chance of creating a group equipped to compete internationally.

By contrast, the sale of CGCT by the French government bears all the hallmarks of a contrived political compromise. The company is financially weak with little proprietary technology, and its appeal to prospective foreign buyers rested almost entirely on its fixed 18 per cent share of French public exchange orders.

A major reason for selling to Ericsson was that it was politically the safest choice. To have picked either of the two other leading bidders, American Telephone and Telegraph and Siemens of West Germany, could have precipitated a bruising row with the national government of the disappointed contender and led to the risk of commercial reprisals.

In a different way, CGE's deal with ITT also points up the chauvinistic obstacles which still bedevil many parts of the European information technology industry, particularly telecommunications. As a US company with operations scattered across Europe, ITT has always been an outsider, untouched by the "national champion" stigma attached to most of its indigenous rivals and there more accessible to a take-over approach.

As such, the ITT deal offered CGE a unique opportunity to expand into neighbouring markets from which it had long been excluded by monopoly procurement policies. But it also involves a formidable challenge, since the new group inherits several different and incompatible exchange families and a far-flung management structure.

Some critics contend that, having paid such a high price to gain its wider market position, CGE may have little incentive to support efforts to eliminate national trade barriers in telecommunications. However, its emergence may also encourage further rationalisation of the

European industry by spurring a renewed search for cross-border alliances among its competitors.

Closer contacts

The recent emphasis on closer technological collaboration has undoubtedly encouraged companies in different countries to establish regular contacts and to seek out areas of common commercial interest. That trend seems set to continue, as the EC pushes ahead with measures to open up its internal market.

On the other hand, however, mergers may not always prove easy to arrange on mutually acceptable terms. Duplication of capacity can also mean that it is hard to find a complementary fit between the activities of rival companies in different countries. Furthermore, few companies are happy about entering mergers from a position of weakness if they can avoid it.

Nor is any European government ready to sit back and see its most prized "national champion" industries gobbled up by voracious foreign bidders simply seeking to increase their market share. Though commercial and industrial logic is starting to play a bigger role in shaping the structure of the European industry, national self-interest and political sensitivities still lie close to the surface.

Guy de Jonquieres, International Business Editor

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Performs logic necessary to convert input from lower level to output commands, based on direction from above.

MACHINERY/PROCESS LEVEL
Basic interface with plant floor equipment. Sensing and control devices respond to upper level commands.

The Productivity Pyramid is a philosophy, an outlook, a strategy. It visualises a way to maximise productivity, to magnify efficiency. To enhance profitability.

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EUROPEAN HIGH TECHNOLOGY 4

Semiconductor industry

Suppliers running hard to catch up

In THE mid-1980s, the European semiconductor industry passed a watershed. After years of falling further behind the Americans and Japanese, it took stock of its situation and began to move hesitantly towards a new phase of investment and competitive development. One after another, fresh initiatives have since flowed out of both governments and individual companies in the attempt to catch up.

In terms of the sheer size of the industry, it is hard to believe that European companies will ever be able to bridge the gap that has opened up between activity in the region and either the US or Japan. Europe does not boast any single industry which consumes chips at the rapacious rate that consumer electronics achieves in Japan, or data processing in the US.

As a result, the European market is only about half the size of either the Japanese or US, and European manufacturers have less than 20 per cent of total world sales.

Yet while this question of scale has been a serious cause of concern for European countries, anxiety has centred even more on the issue of technology. Semiconductors are the key element in the development of the electronics industry. They are becoming ubiquitous, spreading into new product areas all the time. They often provide the differentiating factor between the product that is just average and the one that can earn big returns for its manufacturer.

Thus, for any company which wants to compete in the electronics industry on the world scale, the quality of chips at its disposal is a vital issue; and the Europeans have been falling behind in their ability to produce them at the right price and the right quality.

This technological point has been at the root of a significant amount of the new investment in Europe. Many companies are beginning to feel that buying chips in the open market, where Europe is provided with a full battery of US and Japanese suppliers, is sometimes not enough.

Tighter American rules on the export of high technology equipment sent out one warning signal to the user companies, some of which have complained in recent years that they some-

times cannot buy the best technology available.

The trend towards increasingly complex chips has delivered another challenge: the greater the complexity, the more the system producer needs to tailor-make the designs of the semiconductors going into them—and the stronger the arguments for having a thoroughly up-to-date in-house supplier becomes.

Among the main steps taken to address these problems of size and technology in the past few years are the following:

• The collaborative Mega-project agreement between Philips of the Netherlands and Siemens of West Germany for the production of a new range of advanced memory chips. Both companies are substantial producers and users of semiconductors—Philips is the only European group to figure in the top 10 world chip manufacturers—and both believe that they need to upgrade their technology to maintain a competitive position in the end-product markets—consumer electronics at Philips, and a range of more specialised sectors, such as medical diagnostics, factory automation, and car electronics at Siemens.

In each case, the memory chips programmes are aimed at developing manufacturing technologies that will push the European plants to levels achieved by the Japanese, widely believed to be two years ahead at present.

• The merger of SGS of Italy with the semiconductor activities of Thomson of France. Both of these companies had gone through a period of reconstruction and begun to expand overseas before being put under excessive pressure by the market slump of 1985-86.

SGS, owned by Fiat, the Italian telecommunications group, had established plants in the Far East and in the US; Thomson had also pushed into the US with the acquisition of Mostek. Earlier this year, however, they came to the conclusion that they were not large enough to compete in world markets and merged to create a group with sales of around \$800m. This is likely to be as much an aggressive move as a defensive one.

Mr Pasquale Pistorio, head of the joint group, is a convinced advocate of growth.

Joint research projects under the Esprit and Eureka programmes for bringing European companies together. One example of these is a project between SGB and Thomson, announced last year for the development of new technology in the ROM (read only memory) chip technology. Both companies have a niche in this market for chips which retain their memory when the power source is shut off.

• A number of similar research projects in the UK under the Alvey programme for stimulating high technology collaboration. These have been aimed particularly at pushing UK companies towards a micron technology—the technique of reducing the geometry in the etching on the face of the semiconductor to one micron—or one thousandth of a millimetre—and below.

• The launch of ES2, a new pan-European start-up group which aims to make semi-custom chips in limited volumes but with rapid turnaround times.

European companies claim that these developments have made an impact over the past two to three years in stopping the industry's slide in the semi-custom area, in particular, they believe that they are competitive in some products with the best in the world.

Even so, the vast bulk of European manufacturing is still running hard to catch up. Siemens, for example, says that it remains about two years behind the Japanese in manufacturing technology, and still requires a lot of good quality chips from its wafer fabrication plants.

Some producers believe that they may be helped to recover further over the next decade or so by the unmistakable trend towards semi-custom chips and away from standard products.

European groups have always been strongest in the specialised component market as opposed to the large volume, commodity-type products where the Japanese, in particular, have made their mark. This is the field where Fleesay and Ferranti in the UK, for instance, have established a strong international position with some devices.

Terry Dodsworth,
Industrial Editor

Struggle to apply more advanced manufacturing systems

Big obstacles to be overcome

EUROPEAN MANUFACTURERS live in a competitive climate so hostile that they have to work ferociously fast to stay still. Despite Europe's size, its manufacturers face obstacles which are absent from the home markets of their dominant competitors in Japan and the US—fragmented markets; differing cultural assumptions; different standards; border delays easily made worse by industrial action and various other restraints on trade.

Recent years have seen a renewed determination among European companies to overcome these obstacles, to develop global markets and to take greater but more cautious advantage of available and potential advanced manufacturing technology (AMT).

The chief symptom of this is the proliferation of cross-border collaborations among European AMT users and vendors. These collaborations have flowered under the European Strategic Programme for Research and Development in Technology (ESPRIT). In some cases, the work done in ESPRIT has been taken up in the Eureka project, which began as a European answer to the US strategic defence initiative.

Two projects illustrate concerns that European manufacturers are trying to address. Esprit project 955 is the Communications Network for Manufacturing Applications (CNMA), which highlights the growing

importance of data communications in manufacturing operations. Many companies now design all their new products on computer-aided design (CAD) systems.

Some use their CAD systems to provide the data which drives machine tools; computer-aided manufacturing (CAM). Most companies have a computer-based scheduling system and use other computers to keep track of stocks and for other functions.

Such users now realise that, however cost effective these systems are individually, their efficiency is much greater if they can all be linked up to form effectively, a large distributed database.

An integrated system can communicate with the stock control system to find out which of a product's constituent parts the company already has, and with the purchasing system, to order automatically the parts it does not have.

Similarly, each time a designer makes a change, the CAD system can inform all the other factory functions affected by the change as soon as it is made. This way time is not wasted on work that will not be needed. Better still, the links can extend to suppliers so that they too keep up to date.

This development has two implications. The first is that all the systems in a manufacturing operation must communicate. The second is that they must, do so regardless of who

supplied each separate system. In practice, this means that vendors have to develop and adhere to standard communications networks. Through CNMA, Europe is playing a key role in formulating these common manufacturing communications and interfacing standards based on the General Motors Manufacturing Automation Protocol (MAP).

CNMA's participants include British Aerospace, which is the prime contractor, BMW of West Germany, Aeritalia, Peugeot, Bull, GEC, ICL, Nixdorf, Siemens and Olivetti. The techniques these companies have developed are being demonstrated at British Aerospace's Preston factory.

The second project, approved for Eureka last December, is Famos, an international project to develop and demonstrate generic flexible automated assembly systems for particular applications. Famos began as a multi-national effort to make it unnecessary for each European company in electronics, textiles, pharmaceuticals, cars, aerospace and other industries to duplicate the development of specialised flexible automated assembly systems.

If an assembly system can be used in one shoe company, for example, it can be used in another; why should two shoe companies each spend inadequate sums in developing a second rate assembly system when together they could develop an ideal answer?

Famos seems to have developed since its inception. Mr Graham Helliwell, Famos UK resource team leader at consultants Taylor Hitec, says one of Famos's key roles will be to provide a database for the solving of common problems.

In many cases this will involve collaboration between companies in similar industries, say domestic appliances. Such companies have common problems which they may not be able to solve by themselves but to which they could find collective solutions without compromising their mutual competitive positions.

Other collaborations involve mutual problems in contrasting industries: one example Mr Helliwell gives is turbine blade manufacture at Rolls-Royce and the manufacture of lipsticks. The link is wax: Rolls-Royce makes the blades by the "lost wax" or "investment casting" process. This involves using wax copies of a product to copy the features of a master mould into mould sand. The lipstick maker's product has to be perfectly free of blemishes. So both the turbine-blade maker and the lipstick manufacturer need similar vision techniques to spot blemishes in wax.

The key feature of both these projects is their practicality: they concern real factories making real products. But Europe is far from out of the manufacturing wood. Japan long ago instituted a strategic approach to encourage its industries to

flourish. The US has set up a massive system of outdoor relief for its automation companies under the auspices of the Department of Defence.

There is no sign of any such Europe-wide strategic approach. Indeed, the UK's persistent vetoes of the European framework budget that funds Esprit show how much damage national obstinacy can do. Britain's veto meant that all the Esprit work ran out of money before the second phase of Esprit could begin.

This is particularly bad news for the computer-integrated manufacturing research in Esprit CIM accounted for Ecu 180m of the Ecu 550m total budget for the first phase of Esprit, now ended. But Ecu 600m of the Ecu 2.1bn in Esprit's second phase is earmarked for CIM.

When Esprit began there were signs that some technocrats who went to the US years ago were returning to Europe, especially Germany. The teams they joined have already begun to split up. Some of the technocrats are drifting back to the US, taking their Euro-funded expertise with them. Those left behind are convinced that handing the fruits of Esprit research to the US is an odd way to beat US competition.

John Dwyer

The writer is editor of FinTech 4, Automated Factory, a Financial Times Newsletter.

Production profile: Volkswagen

Robots set the pace

DOZENS OF swift-moving robot spot-weld thousands of car roof and frame members in a flash of sparks to produce the 3,500 Volkswagen made daily at Wolfsburg, West Germany.

As a big volume car producer, with some 13 per cent of the European market, Volkswagen's move to automated production has received fresh impetus from the trade unions recently winning a 37-hour working week starting next year, and the need to keep up with lower-wage competitors.

VW opened its sprawling state-of-the-art computer-controlled robot-equipped assembly lines in Hall 54 in 1983, when its second-generation "Golf" car was introduced. The total investment amounted to DM 2.1bn.

In addition to the classic application of spot-welding, the robots in VW's Hall 54 also initial brake lines and lift heavy batteries and spare tyres into

the body shells. In short robots eliminated all the "back-breaking" overhead work once common to automobile assembly lines. About 25 per cent of the final assembly of a "Golf" is automated, according to Mr Heinz Wischorny, director of Volkswagen's central production controls section.

VW recognises that gaining the benefits from modern computer-controlled production lines requires more than just buying the right kind of machinery and computer. Key factors benefiting Volkswagen's automation are West Germany's traditional apprentice-master

training programme, and the trade union's concern that their company stays internationally competitive.

"The majority of our workers know automation is necessary to reduce costs and thus stay competitive," said Mr Wischorny. And Volkswagen's Vocational Training division has 4,300 apprentices learning the skills necessary to operate its new equipment.

"VW's trade union officials insisted upon experienced workers being retrained in electrical engineering and microelectronics so they could keep

up with the company's automation plans.

The promises of computer-aided manufacture (CAM)—lower unit costs through faster machines and increased productivity from fewer workers—are the stuff of car manufacturers' dreams. But Mr Wischorny, the former director of VW's factory at Emden in northwest Germany, also knows the reality of the factory floor can force changes.

"The promises of (automated) machinery manufacturers are often very big. But they are also sometimes a long way from what

you can get to work on the shop floor," he said.

When Volkswagen first started using industrial robots in 1972, they were developed by the company's own engineers. Today Volkswagen has between 400 and 500 computer systems analysts, 120 of them working solely on production systems.

The next major automation project planned by Volkswagen is at its Emden factory. It will be converted at a cost of DM 1.2bn (\$412m), to produce a new VW two-seater sports car, according to recent press reports.

"Flexible automation is the trend, and the goal of all automobile producers. It is a question of how intelligent you make it, of how adaptable it is. Robots should be able to build everything between a Mini and a Rolls Royce," suggests VW's production control expert.

Dennis Phillips

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Space capabilities

Headaches for the Ariane team

WESTERN Europe's space capabilities will come under the spotlight later this year when engineers in charge of Ariane, Europe's satellite launcher, attempt to break a dismal sequence of failures for the West's launch vehicles.

Flights of Ariane, which was developed by the 13-nation European Space Agency and which is sold by Arianespace, a commercial consortium of aerospace companies and banks, have been suspended since May last year.

On that occasion, the 18th Ariane mission ended in disaster after a third-stage motor fault led to the destruction of the satellite the rocket was attempting to carry into orbit for Intelsat, the international telecommunications organisation.

Engineers have traced the problem to a fault in a small igniter, about the size of a kitchen tumbler, in the motor. It is thought that misfirings involving the same family of igniters may have been responsible for at least two of the three earlier accidents suffered by Ariane launchers since the Ariane programme started in 1979.

Last May's mishap followed a series of other launcher accidents last year involving US space vehicles, the most serious of which was the Challenger space shuttle disaster of January 1986, which killed seven people.

The long delay in Ariane missions—which has been taken up with a series of exhaust tests to correct design failings in the third-stage engine—have been justified by the requirement to minimise the chances of the 19th flight being anything less than a success.

After last year's accidents, it is argued, a failure on this occasion, which has been tentatively earmarked for European telecommunications administration and the Australian government, would damage the West's space industry irreparably.

Besides the Ariane delay Western Europe's fledgling space industry has had plenty of other things to worry about over the past year. These chiefly concern the protracted disputes in the negotiations between European governments and the US over the shape of an ambitious plan to build an international

The other two projects relate

to satellites for taking pictures of the earth's surface (remote sensing) and to the development of telecommunications satellites. An example of an ESA-funded telecommunications satellite is Olympus, for which British Aerospace is the main contractor and which is due to enter orbit in 1989.

ESA is also considering a plan to build Hermes, a French-inspired mini space shuttle which would sit on top of an Ariane-5 rocket and take astronauts into space. By the end of the 1990s, Hermes could be in use in ferrying crews to and from Columbus.

A decision on whether to go ahead with Hermes, together with similar decisions setting out the details over the development of Columbus and Ariane-5, is due at a special ministerial meeting of ESA scheduled for the autumn.

Large-scale government funding of space projects in Western Europe is founded on two main factors. First is the strategic importance of space projects, both in military and economic terms.

Civilian and military space programmes overlap considerably by using similar technologies. Companies like Aerospa-

tielle of France, British Aerospace and Messerschmitt-Bölkow-Blohm of West Germany, which are among the biggest beneficiaries of government spending on the civilian aspects of space, are also heavily involved in defence-related space programmes.

From a purely economic standpoint, one of the prime reasons for the start of the Ariane programme was that France, the main force behind Ariane and Western Europe's biggest funder of space activities, feared that the US Government might refuse to let US vehicles launch European satellites on the grounds that the latter might take business away from American communications companies.

As a second main reason for involvement by European governments in space activities, they see these ventures as a highly visible example of the kind of high-tech projects that can bring general benefits to a country's economy.

Funding such programmes, it is hoped, will help both the



The 18th Ariane mission ended in disaster

establishment of a strong industry in selling space-related goods and services and also the development of a range of technologies in areas such as electronics, telecommunications, software and materials that will be important in other sectors of business not concerned with the space field.

Success with regard to this second factor is still, in Europe, more apparent than real. The 'world industry in space launchers' is expected, for example, to add up to a business worth no more than about \$1bn a year by 1990, which is small by most commercial standards.

There is little doubt, however, that space activities will become increasingly central to most people's lives—chiefly as a result of the growing importance of satellites for telecommunications, and for other jobs such as forecasting the weather and obtaining images of the Earth for use in applications monitoring crop growth.

As a result of this, governments in Europe are generally confident that their support of their countries' space industries will pay off—if not in the short-term—then at some time in the next century.

Peter Marsh

Aerospace research has big spin-off benefits for other industries

Breaking new barriers

AEROSPACE has long been a "spearhead technology" industry, in which the constantly increasing demands in both civil and military markets for ever-enhancing performance at low cost, have generated a never-ending search by designers and manufacturers for new materials, new techniques of design and production, and even for new techniques of flying.

This is even more evident today than ever before, and the demands of aerospace are spreading ever wider across other industries, such as ceramics, glass, metallurgy and electronics, so that many of the advances in those industries in turn are generated directly from meeting the demands of aerospace itself, to the long-term benefit of many other users of their products.

This is true across the entire world aerospace industry, and although the massive US industry, with its bigger home civil and military markets and much larger research and development budgets, is often able to afford more ambitious research, design and development programmes than are possible elsewhere, the European aerospace and associated industries have often achieved, and still are achieving, comparable advances in technology at much lower cost.

Materials technology in particular is one such arena. Composite materials of various kinds, such as carbon-fibre reinforced plastics, have long been used in aerospace, but in recent years their development has been accelerated as aerospace designers have called for even stronger, lighter and cheaper materials that could be fashioned into ever more complex shapes.

The European A-320 Airbus, now undergoing development flying prior to entering service next spring, is the first airliner in the world to enter series production with a weight-saving carbon-fibre fin and tailplane.

Similar changes have been taking place in the metals arena, in which European industry has played a leading role in the development of new materials for aerospace.

This is especially the case with aluminium-lithium, or Al-Li, developed in the UK by British Alcan Aluminium in conjunction with the Royal Aircraft Establishment, Farnborough.

Aluminium-lithium is around 10 per cent lighter than con-

ventional aerospace alloys of similar strength, but since it is also stiffer than conventional alloys, it can actually offer total savings of 15 per cent or more in the structure weight of aircraft designed from the outset to take full advantage of its properties. The forthcoming European Fighter Aircraft (EFA) will be the world's first production aircraft to use the new alloy in its primary structure.

Lital is the world's first successful aluminium-lithium alloy developed by British Alcan Aluminium, and now being produced on a routine basis. The standard alloy is called Lital A, but the company is now developing Lital B, an even stronger alloy currently undergoing final production and service tests in Alcan's facilities, and when available it is likely to be substituted for Lital A on production of EFAs on a part-by-part basis.

Lital B is currently the subject of a collaborative test programme with British Aerospace in preparation for commercial production.

Another alloy in this series, Lital C, is a "damage-tolerant" version, which is considered to be of special interest to commercial aircraft designers.

In order better to promote this and other metals developments, British Alcan has set up a specialist company, Alcan Aerospace, to direct the marketing effort of all the group's companies involved in aerospace.

At the same time, British Alcan is expanding its own production facilities to meet the growing demand for the new material.

Substantial progress has also already been achieved in Western Europe in the field of avionics (airborne electronics), which is now developing more swiftly than any other aspect of aerospace technology. The use of electronics in civil and military aviation and in space activities is widening all the time, while at the same time the demands for ever-increasing performance at lower cost are also accelerating in scope and intensity.

Advances in this vast field are thus frequent and widespread, and can be expected to continue, but some significant new developments have emerged in the recent past which will have far-reaching impacts on the whole future of aerospace itself.

"Fly-by-wire," or the ability to control the manoeuvres of an aircraft in flight through the use of computers and electronic signals to replace the former metal

achieved, initially in military aircraft (such as the British Aerospace Experimental Aircraft Project or EAP), but now also moving into commercial aircraft with the A-320 Airbus the world's first airliner to use this system as standard.

Computer-driven fly-by-wire controls bring increased safety, as well as significant savings in weight and maintenance costs. They protect the aircraft against stalling, flying too fast and manoeuvres that would cause damage, giving pilots a greater margin of safety in emergencies such as windshear (severe and hazardous downdrafts of air often associated with thunderstorm conditions), as well as reducing pilot workloads in normal operations.

The A-320 Airbus is also the world's first airliner to use the full potential of TV-like cockpit displays, integrating information previously shown on separate arrays of dials into what are called electronic flight information systems (EFIS) and electronic flight management systems. With these screens, and their associated push-button panels, pilots can monitor and control the myriad details of their aircraft's performance by the push of a button.

The immediate results of these developments have been to improve the entire configuration of an airliner's flight deck, removing much of the past clutter, and giving the pilot more room and comfort in which to work, while also making his task much easier.

A further development in this field is what is called the "flat-panel" display, whereby even the screens themselves are being improved to the point where they can be made smaller in size and able to convey a much greater array of information.

Power-plant technology is another arena in which much work is also being done in Western Europe. Turbo-fan (jet) engines are being refined to a new high-pitch of performance through such civil engines as the big Rolls-Royce RB-211-524D40, already capable of producing 58,000 lb thrust, and now to be pushed high to 68,000 lb and above through a new version, the RB-211-700, while in the military field, the new EJ-200 from the European consortium for the European Fighter Aircraft will carry military power-plant technology to a new pitch of refinement.

For the future, much work is

led the "ultra-high by-pass engine," or UHB concept. These engines come in different designs, and have different names, but fundamentally all UHB engines employ the same principle of channeling a much larger quantity of cooler air round the hot core of an engine, to mix with the hot gas exhaust and thus generate increased propulsive efficiency.

The US General Electric GE-36 "prop-fan" engine, in which Snecma, the French engine manufacturer, has a substantial share, is a UHB engine, as is also the US Pratt & Whitney Allison "prop-fan," both using the power generated to turn large counter-rotating propellers mounted at the engine.

Although further ahead with development engines than Western Europe, the US has no monopoly of UHB technology, for Rolls-Royce has also done much work in this field, and has several designs for large-scale UHB type power-plants which it could build for service on large Jumbo-type aircraft in the mid to late 1990s.

Rolls-Royce is currently running a development programme of its own to demonstrate the validity of its concepts in the UHB arena, and it is expected to take a decision on a specific engine programme some time before the end of this decade, depending both on the results of its own technical research programme and market studies into the acceptability of such new engines among the airlines.

Rolls-Royce says that it views the prop-fan type of UHB as "an uncertain development due to the risk of excessive noise and vibration and concern about airworthiness"—a statement with which GE of the US and both Boeing and McDonnell Douglas disagree—but the UK company adds that it is "creating the technological base that would allow it to participate in such new generation engines, and long-term airframe developments are being discussed with Boeing, McDonnell Douglas and Airbus Industrie."

Looking much further ahead in the field of military aero-engine technology, Rolls-Royce is studying new propulsion techniques that could be employed in the future development of a supersonic vertical take-off fighter to succeed the Harrier.

Michael Donne

Aerospace Correspondent

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EUROPEAN HIGH TECHNOLOGY 6



The European Fighter Aircraft, a multi-national collaborative venture involving the UK, West Germany, Italy and Spain, is expected to be given the formal go-ahead later this year. It will embody much advanced technology, ranging from new materials processing and production techniques to new ways of flying

Military aerospace

Aircraft for the next century

FOR SOME years' the most significant international military collaborative venture in Western Europe has been the Anglo-West German-Italian Tornado multi-role combat aircraft, in terms of numbers, costs and technological complexity.

Eventually, it is expected that over 1,000 of these aircraft will be built, taking into account the 800-plus initially required by the three nations directly involved, together with additional procurement for new tasks and to replace in-service losses, as well as exports, which are still expanding.

Although production has now passed its peak, Tornado aircraft seem likely to continue to be built through to the end of the century, while the provision of support services for aircraft in service will continue to provide work for European aerospace industries well into the next century.

The Tornado is still regarded as one of the most advanced combat aircraft of its kind in service on this side of the Atlantic, and undoubtedly its design and development generated major advances in technological capabilities across a wide spectrum of aerospace and other industrial and scientific disciplines.

Now, it is about to be overtaken by some even more advanced military aircraft, which in their turn have already generated yet further advances in technological capabilities that were not even dreamed of at the time of the Tornado's own creation.

These new aircraft are the Anglo-West German-Italian-Spanish European Fighter Aircraft, or EFA, and its direct rival, the French Dassault-Breguet Rafale.

The prototype of the Rafale

was demonstrated in flight at the recent Paris International Air Show, in competition with what is called the Experimental Aircraft Programme, or EAP, which is in effect a "technology demonstrator" for what will eventually be the European Fighter Aircraft itself.

The debate about the relative performance capabilities of these two aircraft will doubtless continue for months, but the fact emerged clearly that in both Rafale and EAP/EFA, Western Europe is now evolving two formidable advanced military combat aircraft that will be able to rival the best the US and the Soviet Union can offer when they enter service in the early to mid 1990s.

Both Rafale and EAP/EFA reflect the latest "state-of-the-art" in military aircraft design and development.

The stringent demands that their performance requirements in flight and combat are making on the scientists, engineers and technologists have resulted already in the development of new stronger and lighter materials, such as carbon-fibre composites, and new metals such as aluminium-lithium.

They have also resulted in the emergence of new computer-aided design and manufacturing techniques, including the extensive use of robotics, as well as the development of new "avionics" (airborne electronics) systems, even going so far as what can be termed "new ways of flying"—such as the use of computer-aided manoeuvres of the aircraft—a technique now generally referred to as "fly-by-wire".

Indeed, the very development of the Experimental Aircraft Programme of EAP itself in the

UK over the past three years or so indicates just what the aerospace industry of the UK has been involved in with this new venture.

A single-aircraft programme, with only one flying model built, and initially financed solely by the industry (primarily British Aerospace, Rolls-Royce and the equipment manufacturers), and only subsequently partially funded by the Ministry of Defence, the EAP had achieved its purpose as soon as it had made its successful maiden flight last year.

It was, and is, a "demonstrator," designed to bring together in one flying machine all of the new technologies mentioned above, thereby proving that they not only are viable technologies individually, but also that they can be combined successfully in one advanced aerial test-bed, and thus also in an eventual combat aircraft itself.

This is what is now happening. While the EAP itself will go on flying, helping to prove the concept of the even more advanced European Fighter Aircraft itself, the latter is moving into preliminary engineering in anticipation of a full-scale go-ahead later this year from the four European Governments involved.

Some nine prototype or pre-production EFAs will be built, progressively taking over around the end of this decade from the single EAP, which by then will either become redundant or go on being used as an experimental flying test-bed for other elements of the EFA programme.

Currently, up to 800 EFAs are expected to be built, but like the Tornado, this figure is expected to grow, with exports and the requirements of other countries yet to enter the programme also

to be taken into account.

For the four-nation Eurofighter group specially set up to control the EFA venture is already discussing the possible participation of other countries such as Belgium, Holland and Denmark, and it is hoped that before the end of this year one or more of these nations will have joined the group.

But there is considerable competition. The French Dassault Rafale itself is just as much an advanced fighter concept as the EFA, and although at present there are no other countries involved in it, the possibility of such collaboration cannot be overlooked. Indeed, the French Government is just as anxiously wooing the Belgians, Dutch and Danes as are the EFA nations, and the outcome is far from clear.

Whatever happens to widen the two rival consortia, however, the fact remains that with these two military aircraft, not only has the entire concept of aerial combat been taken a significant stage further, but that their development has generated, and is continuing to generate, a revolution in aerospace technology.

During the coming years, these new developments can be expected to be further refined, and progressively to filter through from the military side of the aerospace industry into other industries, especially those making extensive use of new materials and electronics, with the result that the substantial sums spent on the military aircraft will have a widening ripple effect affecting many other companies and products far removed from aerospace.

Michael Dunne, Aerospace Correspondent

Defence electronics

Uncertainty over future growth

THE ELECTRONICS industry has benefited mightily in terms of sales and profits from European defence budgets over the last few years. It is electronics that have made weapon systems more "intelligent" capable of working out options when attacking a target and electronics have equally been called to the task of defending these targets, second-guessing the attacker and working out counter-measures.

Expenditure in Western Europe has mainly been centred on UK, France and West Germany, with the first two countries very much in the lead—the UK alone invests about £2.5bn a year in defence electronics.

In France, the industry is heavily concentrated in the hands of Thomson, the electrical group which is also deeply involved in the avionics and missiles businesses; other companies include Dassault and Matra.

The leading contractor in West Germany is AEG, the electronics group which has recently been acquired by Daimler-Benz, while, in the UK, manufacturing is much more fragmented.

GEC, Plessey, Racal, Ferranti and Thorn EMI all have a sizeable role in the UK industry, although GEC, with revenues of £1.5bn in the defence sector, has by far the highest stake in this area of electronics.

Up to now, these companies have kept Europe well to the fore in defence electronics, although with Japan quiescent in this area, the competitive position has been largely measured by reference to the US. European companies have won big orders in radar, battlefield radio products and avionics—indeed, GEC has built up a significant operation in the US with its aerospace electronics systems, notably its head-up displays, which project images on to the windscreen in front of the pilot.

In common with other parts of the military establishment, however, defence electronics is now entering a period of uncertainty over future growth. There are questions about the likely trend in exports, one of the main areas of expansion for the industry in recent years, and over the level of domestic Government commitment.

At the same time, the industry is having to think more flexibly about structural change, as the price of new developments escalates continuously, making it increasingly difficult for companies to go it alone.

The problems posed by stagnating export markets were demonstrated in the mid-1980s in Thomson's case, when the company was virtually paralysed because of the reduction in defence spending in the Middle East.

Similarly, in the UK there have been a series of cutbacks



In army field equipment, radio counter-measures have a high priority in research and development

by companies that had established a high level of activity in Opex countries, particularly in the area of radio technology. The levelling out of defence expenditure in the US is equally casting a shadow over what has recently been an area of strong expansion.

Reductions in military budgets, or at least attempts to keep costs stable after a period of rapid escalation in expenditure, are also beginning to make an impact in Europe.

Estimates suggest that the funds going into defence electronics in the UK, for example, will go down in real terms over the next few years—from £2.5bn last year to £2.44bn in the current 12 months.

These market issues are one side of the picture, movement in which is now beginning to press in on the defence business and pose questions of structural change.

The other element in the squeeze is coming from the escalating cost of electronics, which is now beginning to put some programmes beyond the reach of individual international companies, in the same way that aircraft development has escalated beyond the funding ability of many individual companies or individual countries.

Exposure to these pressures is accentuated by the longstanding weakness of European companies in relation to their much larger American counterparts, a weakness that was underscored by the fiasco over the British Government's cancellation of the Nimrod early warning aircraft pro-

ject in favour of the US AWAC aircraft, which was felt to have superior electronics.

One response to this issue of scale has been to create larger companies, which the French have done by concentrating the country's defence electronics largely in Thomson. The proposed takeover of Plessey by GEC in the UK would have been a step in the same direction, but was scuppered by the Ministry of Defence on the grounds of maintaining competition—a decision which has been treated with astonishment and ridicule in France.

Indeed, the UK authorities are pushing towards cross-frontier collaboration, particularly in the area of new radar systems. Under these schemes, a national competence will be retained in defence procurement as opposed to abandoning manufacturing in certain sectors and buying in the open market, but the technology will be shared with chosen foreign partners.

These moves raise questions of the need to maintain a domestic defence equipment industry for strategic purposes, and the value of these industries in the general economic health of the country.

It is often argued that the industry is a significant strength for any country because it is a repository of knowledge and research and development in an exotic discipline. The nation not only benefits in jobs and the impact on the general level of economic activity, but also from the development of new techniques which can be used outside the military arena.

This notion of technological leadership, however, is now beginning to come under attack. Some academics argue that the emphasis on defence electronics tends to undermine the commercial electronics sector by drawing off the best scientists and research workers.

The diffusion of new technology from the defence business, they contend, is also very slow and inefficient, partly because there are no simple mechanisms to do it, and partly because military technology is often so specialised that spin-offs into everyday products are now hard to find.

In Britain, in particular, these charges have led to suggestions that the Government's research and development expenditure should be trimmed back in defence areas and redirected into non-military applications.

There are indications that the Government is looking at this issue and that it may launch an attempt to extract more from research and development spending on defence as part of a revision of the national research budget now being considered in Whitehall. But how this might affect electronics is hard to tell.

There is little question in the industry that the Government expenditure on the sector is set to stagnate for a while; but many doubt that significant cuts will be achieved at a time when electronics is still seen as the best way of outmanoeuvring antagonists which have much greater raw fire power.

Terry Dodsworth

Nuclear industry

Pursuit of joint objectives

"THEY DON'T talk about their technical problems any more. They talk about their political problems," said Mr John Collier, chairman of the UK Atomic Energy Authority, in an interview after a meeting of the European Atomic Energy Society in Portugal in June. His comment relates to reactors already up and running rather than those still being designed.

Mr Collier led the British delegation to a private scientific meeting which reviews Europe's progress in nuclear technologies, current and future.

On current systems, Britain had been alone in having to report troubles with its advanced gas-cooled reactors, which have persistently underperformed. Other nations adopted light water reactors long before Britain, and were able to report that their commercial systems were now performing, in his words, "disconcertingly well."

In future nuclear technologies, Europe has two main strands of research and development, each involving a major collaboration, albeit of different kinds because of fundamental differences in the timescales involved.

Fast reactor

The fast reactor system, designed to burn fuel too lean in its fissile isotopes for the current kinds of thermal reactor, has been a goal of reactor development since the 1940s. For Britain, says Collier, the advent of the commercial fast reactor will mean a return to net independence from energy imports, lasting this time for hundreds of years rather than just a decade or so, because of the reserves of "depleted" uranium already stockpiled in Britain.

Until the 1980s the fast reactor was pursued mainly as a national objective by Britain, although Europe has a five-nation collaboration to build SNR-300, the 300 Mw prototype

close to completion in West Germany. Then the Inter-governmental Memorandum of Understanding of January 1984 began a new phase of European nuclear collaboration.

Five countries—Belgium, France, Germany, Italy and the UK (and the Netherlands in principle)—agreed to a phased research, development and design programme.

The initial aim of this programme was the design and construction of three big demonstration fast reactors, Euro 1, Euro 2 and Euro 3. It was hoped that the third would be a demonstration of a common European design acceptable for series ordering by Europe's electricity companies.

Although final texts of agreements that formalise the fast reactor collaboration still await signature, the five have already fused their B and D programmes into a single programme spending about £300m a year (although this should be less this year). They have broadly agreed who pursues which of the present problems or projects, and thus made the national programme highly inter-dependent, Mr Collier says.

"It is working very well indeed," he believes. Mr Robert Lallement, responsible for overseas collaboration with the Commissariat à l'Energie Atomique, is secretary of the joint European reactor B and D steering committee.

The secretariat is based at Cadarache in south-east France, centre of French fast reactor R and D, and includes an executive from each of the partners. Collaboration is organised through a series of working groups known as AGTs, each responsible for a technical area such as safety, fuel and sodium technology.

In addition, there are liaison agents who work on the one hand directly to the heads of the national programmes, and on the other to the design companies, forging close links between design and the new



Mr John Collier, chairman of the UKAEA, dealing with shifting perspectives of commerce and politics

research it inspires.

As Collier sees it, the programme is "primarily, though not exclusively, designed" in other words, it is resolving problems raised by the engineers, not pursuing the whims of the scientists.

Of 129 "work packages" identified for the Euro 1 and Euro 2 projects, 82 have been approved by the partners. Preparations are also well advanced to change fuel pin production for Britain's prototype fast reactor at Dounreay from the factory at Sellafield to the bigger French fuel factory at Cadarache, in 1988.

As Mr Collier sees it, however, commercial and political perspectives on the fast reactor have been shifting since 1984 when the club first convened. What then was seen as a phased series of three demonstration reactors have been merging both in design concept and timescale to the single project on the timescale of Euro 3, namely construction starting in the early 1990s for completion around the turn of the century.

Euro 3 would then embody the best design features from all three conceptual designs today, much as the Anglo-German-Dutch gas centrifuge projects in Thomson's case, which are 17 years to yield a common advanced centrifuge system accepted throughout the Euratom organisation.

Fast development for the fast reactor has also progressed at an impressive pace, with the target "burn-up"—the amount of energy which can be extracted without risk of fuel failure—increasing steadily from an original 75 per cent to a current 20 per cent.

"It means enormous savings on fuel cycle costs," say observers. Just how close they could come to the fuel costs of current thermal reactors will be cleared when the UKAEA completes its study for the Central Electricity Generating Board of comparative costs of the pressurised water reactor, the AGR and the fast reactor, around the end of this year. The findings could be crucial in helping Europe's electricity companies to decide just how heavily they should invest in the fast reactor in the 1990s.

Fusion research

Controlled nuclear fusion could provide a new long-term source of energy, from fuels which are readily available. Deuterium can be separated from water, and tritium can be made by nuclear transmutation of lithium.

Under the right conditions these two fuels react to release energy by a simple by-product, helium, an inert and non-radioactive gas. Moreover, there can be no risk whatever of a runaway fusion reaction.

These are not scientific knowledge are the incentives for pursuing research into nuclear fusion. On the debit side stands the immense technological problems already revealed by four decades of research since a British physicist, Sir George Thomson, proposed the idea of a torus wrapped in magnetic



The central control room in the Heysham nuclear power station

fields as a "bottle" that might contain such a nuclear reaction. Four decades of research, have still not brought this reaction to the stage reached by nuclear fission when Fermi demonstrated his famous Chicago "pile" in 1942. The combination of time, temperature and plasma density required to sustain the reaction has still not been attained. But what has been learned is how costly it must be to produce the reaction conditions compared with those needed for, say, a fast reactor.

So fusion is on a quite different timescale from the fast reactor. Big fusion machines such as Europe's 1,700m. Joint European Torus (JET) project near Oxford consume energy prodigiously to yield just a few kilowatts of nuclear heat.

JET is not a reactor but merely an experimental rig, flagship of the Euratom Fusion Programme which united 14 European nations—the 12 EC countries plus Sweden and Switzerland—in a common scientific goal. This goal is to show whether or not controlled fusion is scientifically feasible. Even this goal may not be

reached in the 20th century. JET, adjoining the UKAEA's own fusion research centre at Culham, still has several years to run. It has been built and demonstrated very successfully—in Mr Collier's view it is one of Europe's biggest collaborative success stories, comparable with the CERN programme in high-energy physics.

Its reaction conditions are slowly but steadily being raised.

He believes firmly that JET should be allowed to run to completion of the agreed programme, currently seen as 1995. As he sees it, the big question for Europe hangs not over JET but on whether Europe should have a successor.

Europe has already assembled a team of fusion physicists at Garching in West Germany to plan the "next European torus" (NET), long before the final performance of JET has been reached. NET is shaping up as a truly gigantic experiment, costing upwards of £1.5bn. If successful, it may reach the conditions required for a self-sustaining fusion reac-

tion—the equivalent of Fermi's pile. JET would still not be a demonstration fusion reactor, generating electric power. That would require another big project, currently code-named DEMO, reaching well into the next century.

The Euratom Fusion Programme is organised as a series of overlapping five-year programmes, reviewed every three years, embracing JET, the national fusion centres such as Culham, and the EC's Joint Research Centre at Ispra in Italy.

Almost all of the research in Europe is focused on the magnetic "bottle" approach to fusion, exemplified by JET, although also including alternative shapes to the torus, such as the "twisted coils" of the advanced stellarator under construction at Garching.

JET has already exceeded its targets for the first phase of the experiments, and plans are being made to raise its working temperature higher by beams that inject extra energy into its plasma. The original programme called for a final active

phase in 1990, when radioactive fuels would be injected. At this point experimental costs will increase immensely and this phase was foreseen both as brief and as terminal for the project.

Recently, a modified programme has been proposed, for an additional two years of intensive research, pushing fusion conditions still higher, before the system is made radioactive. Mr Collier maintains this change is warranted by the scientific progress JET has already made.

It will also help bridge an uncomfortable gap that may open while scientists and politicians debate the next stage of research. Will it be NET? Will it be a truly international fusion experiment involving the USSR, US and Japan, all of which have their counterparts of the JET experiment?

Will Europe, in fact, continue to fund research into a new source of energy which seems unlikely to come into commercial use for 40 to 50 years?

David Fishlock



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EUROPEAN HIGH TECHNOLOGY 8

Biotechnology

Collaborative ventures rare

A RECENT study of biotechnology in western Europe, which embraced 11 countries, has identified the following six characteristics:

- Basic research is world-class in a number of key areas;
- The research and development system provides few opportunities for independent research by young scientists, and frequently fosters a negative attitude towards industrial activities;
- The state plays an important—sometimes key—role in industrial development;
- Biotechnology is concentrated in big, established companies with long-term R and D programmes and strong cash reserves;
- Venture capital is not readily available to new small companies;
- European companies are more likely to enter into partnership with US firms than with their European counterparts.

These conclusions deserve to be taken seriously. They come from a report made by a US molecular biologist, Professor Robert Yuan, of Maryland University, done on behalf of the US Department of Commerce, for whom he is senior adviser in biotechnology. It had asked him to undertake a 16-month investigation of its trading rivals in an enabling technology expected to underpin a considerable tranche of US industry by the turn of the century.

On the basis of his findings in Europe, the study makes recommendations for US action to try to maintain what is perceived as its lead in the development of biotechnology, including the need for greater collaboration with European laboratories and the European Community.

After the US, Europe has the world's biggest science base in biology, but Europe's universities were slow to respond to the explosion in knowledge in the biological sciences, not least because of the interdisciplinary nature of this (as of other) enabling technology and the inflexibility of traditional university boundaries in the sciences.

In some countries, such as France and West Germany, the response has been to mount national programmes that co-ordinated government departments and agencies, to try to accelerate biotechnology transfer into industry. Britain also has a co-ordinated programme, under theegis of its Department of Trade and Industry.

Biotechnology in W. Europe					
	Pharmaceuticals	Specialty Chemicals & Food Additives	Agriculture	Commodity Chemicals & Energy Production	Environmental Applications
Finland	R	R	R		
Norway	R	R	R		
Italy	R	R	R		
Spain	R	R	R		
Switzerland	R	R	R		
Denmark	R	R	R		
Sweden	R	R	R		
Netherlands	R	R	R		
France	R	R	R		
UK	R	R	R		
Germany	R	R	R		
Japan	R	R	R		
US	R	R	R		

R=Basic Research. R*=Limited Activities. I=Industrial Activities. I*=Preliminary Activities.

ment of Trade and Industry. As well as providing funds, the co-ordination of biotechnology programmes has served another important function in establishing a political consensus in support of biotechnology, in situations where regional and local governments can be an important element in its development.

There was always the risk that biotechnology might fall foul of the kind of opposition mounted against nuclear technology, and some evidence that the same groups of critics—such as Friends of the Earth—were focusing on biotechnology.

Governments in Europe determine the pace of biotechnology. They have also taken the major responsibility for safety of its new products and process technology. There are instances—most notably in Denmark but also proposed in West Germany—of restrictive legislation on genetic engineering, which could hamper research as well as industrial development.

Another sector where European governments, both individually and collectively through collaborations such as the European Molecular Biology Organisation (Embo), have taken a major role is the acquisition and dissemination of biotechnology information, both scientific and commercial. For instance, Europe has organised the European Biotechnology Information Project, a joint venture between the EC and the British Library.

Surveys indicate that only Britain and Japan offer a full spectrum of research relating to the six key sectors of industrial applications foreseen for biotechnology. All European countries have put their main effort into new pharmaceuticals and human health care.

Europe has much lower levels of activity in its application to agriculture, food and specialty chemicals.

The Yuan study identifies what it calls "choke points," which limit the rapid development of the scientific base into commercial biotechnology. It finds that, although these choke points vary from country to country, there is unanimity to a surprising degree, for example in that they include:

- Genetics and physiology of industrially relevant micro-organisms (including industrial fermentation conditions).
- Enzymology (including its use in production).
- Protein engineering.
- Genetics and physiology of plant and animal cells (including industrial fermentation conditions).
- Plant biotechnology.
- Use of micro-organisms in bio-conversion (including waste treatment).
- Use of enzymes and antibodies in bio-sensors.
- Risk assessment in biotechnology.
- Bio-reactor design and separation technology (downstream).

International co-operation is

potentially a way of overcoming these "choke points." But trans-boundary collaboration in Europe is still rare except in the context of EC programmes and the new Euratom initiative. The Yuan report also finds that the number of visiting US scientists reaching European biological laboratories is on the decline. For industrial exploitation of biotechnology, Europe's most obvious choke points are:

- The funding of basic research and training.
- Government pricing.
- Regulation policy.
- Tax and employment laws.

The business environment in Europe favours the big, established organisation, and new start-ups face obstacles both in financing and in the business and cultural environment in which they are trying to function.

Britain seems to have created the most favourable climate for start-ups, according to the Yuan study. It has 43 per cent of the new business start-ups of all kinds in Western Europe, compared with 18 per cent for the Netherlands, 14 per cent for France, and 9 per cent for West Germany. But of these investments, only 4.5 per cent has gone into new biotechnology ventures.

David Fishlock, Science Editor

Setting up a test for AIDS-virus antibody at the joint medical school of Middlesex Hospital/University College, London



Trevor Humphries

Pharmaceuticals

Strong on innovative skills

EUROPE'S pharmaceutical companies are so successful as almost to break the rules.

The drug industry depends above all on successful research and innovation, and operates in truly global markets, in which the cost of shipping the product is only a tiny part of its price. It is a recipe which in other industries has led first to domination by the US, then to annihilation by the Far East. But last year the UK alone increased its net exports of pharmaceuticals to £280m, and Japan continued to be a heavy net importer.

The league table of drug companies published by the UK newsletter, Scrip, shows the world's two biggest companies by sales in 1985-86 to be Merck and American Home Products, both of the US. But the world's most profitable drug company is Glaxo of the UK.

American Home, too, has as its biggest-selling product Indinavir, a beta-blocker heart drug sold under licence from its inventor, Imperial Chemical Industries of the UK. The world's biggest-selling individual drug, too, is British-Zantac, from Glaxo.

Only last year, Zantac ousted from the top spot another ulcer drug, Tagamet, which although owned by a US company,

SmithKline, was invented by British scientists in the company's UK laboratories.

Looking further down the Scrip lists, the European names start to appear. Third in size after Merck and American Home is Hoechst of West Germany, followed by Ciba-Geigy of Switzerland and another German group, Bayer. The top Japanese company, Hakeda, ranks 17th, and there are only three Japanese companies in the top 30.

The remarkable success of British drug companies, in particular, has been critically ascribed to the "better mousetrap" theory. Invent a drug which is wholly new and therapeutically useful—something the British are remarkably good at—and the product will walk off the shelves. The Japanese, less skilled at innovation, also have less room to deploy their marketing skills.

There is some truth in this, but it is changing. Japanese research is making great strides, and if little of it is truly original, there is a good living to be made in the drug industry by producing imitative products which offer advantages such as differences in the side-effect profile.

In addition, European companies have, in general, been

slow to enter the US market, the largest and most remunerative in the world. For ICI to have handed away a world-beating drug like Indinavir to a US licensee was, until recently, typical of European companies, few of which were willing to devote resources to the costly business of establishing a US sales and distribution network.

The 1980s have seen a belated change of policy. Some companies—Glaxo, for instance—have been building up sales forces from scratch, and Glaxo has also set about building a US research operation. Others, such as Solvay of Belgium, have acquired US drug companies for the sake of the marketing and distribution networks they provide.

Boots of the UK was one company for which this approach was judged so expensive as almost to provoke a shareholder revolt. Its \$500m purchase of Flint of the US in August of last year was undertaken mainly to secure a 70-strong sales force. This worked out at around \$8m per salesman, and it took Boots a lot of persuasion to induce the London financial institutions to swallow the deal.

For the Europeans, the advantages of a US presence extend beyond the lure of the market. American research has notable

successes to its credit, and the big drug companies are becoming conscious that their research efforts must extend beyond European borders if they are to benefit from the various scientific cultures around the world.

Credit for the first prescription drug against AIDS goes to Britain's Wellcome Foundation, but the discovery and development of the drug were the achievements of Burroughs Wellcome, the company's US subsidiary.

Wellcome is, as it happens, a highly sophisticated operator in the field of biotechnology. As discussed elsewhere in this survey, Europe has advanced to its credit here; but if, as some believe, biotechnology represents the major growth area for the pharmaceutical industry, the position of the European industry is unsatisfactory.

Wellcome has licensed its know-how in deep cell culture to Japan, and is busy developing products such as interferon and TPA.

But Wellcome is behind Genentech of California in the race to bring TPA to the market, and most other European drug companies are less sophisticated again.

Tony Jackson

Arlington

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EUROPEAN HIGH TECHNOLOGY 9

Computer Hardware

Slowdown leads to consolidation

STRATEGIC ALLIANCES with American or Japanese partners seem likely to remain the best opportunity for European companies to retain a credible presence in computer hardware markets.

Without such alliances, European computer manufacturers seem set to become, at best, worthy competitors in well-defined niche markets, at worst, simply irrelevant to the development of the world data processing industry.

The most dramatic move of the past 12 months involved the formal amalgamation of the data processing interests of Machines Bull, the French computer manufacturer, Honeywell of the US and Nippon Electric of Japan, the first world-wide joint venture between US, European and Japanese computer giants.

At one level, it rationalised a series of previous alliances where NEC supplied Honeywell with central processing units for its top-of-the-line mainframes. Bull marketed Honeywell and NEC machines in France and Honeywell marketed Bull's DPS-7 mid-range computer in the US.

More profoundly, however, it was an indication of the way relationships within the computer hardware industry are changing in response to increased world-wide competition and research and development costs.

These changes include the merging of two long established US-based mainframe manufacturers Burroughs and Sperry to form a new company, Unisys. Furthermore, the pace of growth in the computer industry world-wide has slackened in recent years, caused, it is thought, by a new awareness on the part of management in major companies of the need to evaluate carefully their information technology strategies. Buying decisions have been delayed or postponed while these reviews run their course.

Slackening business has forced the pace of consolidation. Siemens and BASF of West Germany pooled their IBM-compatible computer businesses at the beginning of the year. BASF had marketed machines built by Hitachi of Japan. Siemens had a similar arrangement with Fujitsu.

These new examples of consolidation come in addition to the well established arrangements between Olivetti of Italy and AT&T of the US in business micro and mini computers. ICL of the UK continues to

Computer hardware

The European Market Leaders	
IBM	22%
Siemens	5%
DEC	4%
Olivetti	3%
Bull	3%
Unisys	3%
Nixdorf	2%
Hewlett-Packard	2%
ICL	2%
Philips	2%
NCR	2%

Source: International Data Corporation



Mr Rolf Silar

have tight technological links with Fujitsu which manufactures central processing unit chips to ICL's specifications. It has to be said, however, that these alliances seem unlikely to shake the dominance of IBM in every European country. Overall, according to figures from International Data Corporation (IDC), IBM has 22 per cent of the European data processing market.

In second place, with a mere 5 per cent, is Siemens followed closely (4 per cent) by Digital Equipment. No other company has more than 3 per cent of the European market. But, as IDC points out, Europe is not one market but a series of small and medium sized markets dominated by US suppliers but where Europeans can be important locally and in market niches.

In the UK, for example, ICL says it has ended the slow erosion of its market share towards IBM. Furthermore, it has good reason to claim that it is now the leading supplier of electronic point of sale (Epos) and local authority systems.

Nixdorf Computer of West Germany, one of Europe's genuine success stories in medium sized computer systems, has a strong presence both in financial services and in retailing.

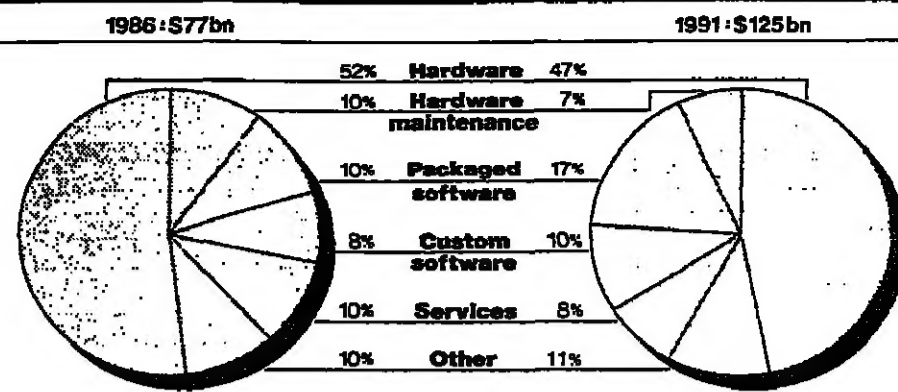
It has shown good growth in the US, where Montgomery Ward, the fifth largest US retailer, has placed an order for Epos hardware and software worth \$100m. By 1990, Nixdorf says, it should have installed 15,000 cash terminals and 500 computer terminals in all of Montgomery Ward's 290 stores.

The key to Nixdorf's growth, apart from its skilful tax management and care over its currency relationships, is its excellent relationship with its customers.

Its strategy has been to supply systems to market niches which it chooses with great care and then tends vigorously.

It shares that approach with another of Europe's computing success stories Norsk Data of Norway.

An evolving market: the share of total external spending



Source: International Data Corporation

It combines excellent technological capabilities with a powerful appreciation of its customer's needs. The result has been growth which has scarcely faltered in 14 years. It starts from a position of strength in its native Scandinavian markets but 40 per cent of its sales come from abroad. It is looking to improve that position through partners in other countries, a cautious approach which seems to pay better dividends than the frontal attacks favoured by some of its competitors—to its cost.

Innovation, design and manufacture are not the most serious of problems faced by the Euro-

pean hardware industry. Inmos and Acorn have shown they can design processor chips as powerful and elegant as any designed in Silicon Valley and they have shown they can be built into effective systems.

Philips and Siemens have demonstrated that there is nothing in memory design and fabrication that is beyond European companies.

And Amstrad has shown that through tight financial control and effective manufacturing techniques, it can match IBM and its clones at the lower end of the personal computer marketplace.

But these are small islands of brilliance in a storm-tossed sea. Europe has yet to find a strategy to take the place of the US's vast home markets or Japan's singleness of purpose. Many analysts are now looking hopefully to software and services, fearing it is already too late for Europe to turn the hardware tide.

Alan Cane

Computer Software

Seeking a common tool environment

EUROPE HAS a distinguished but distinctly patchy record in computer software. It has companies like CAP Gemini Societ of France, Software AG of West Germany and Scaon International of the UK which are as large, talented and influential as any in the business, yet it has few outright stars like the US companies Lotus Development Corporation, Management Science America or Microsoft.

To some extent, this is a function of the heterogeneous nature of the software business. Much of it is in the grasp of the hardware manufacturers and so inaccessible to independent software houses.

The manufacturers keep to themselves the responsibility for designing and building operating systems software, the large and complex programs which control the inner workings of the computer itself.

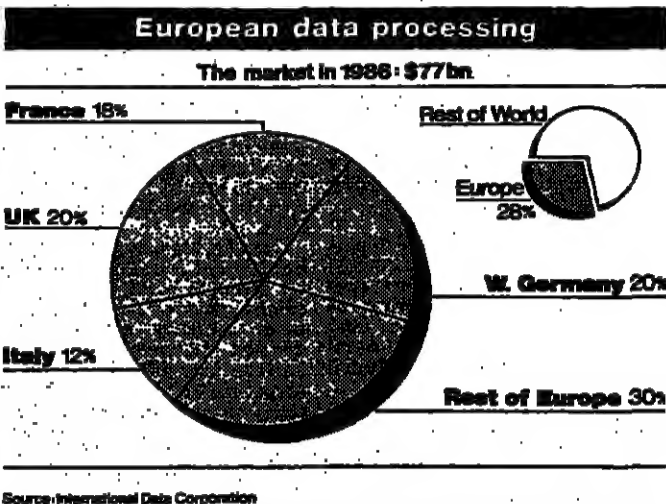
Since there is a direct and intimate link between the physical design of the computer hardware and the logical design of the operating system, the manufacturers have an insurmountable advantage in developing these programs.

And as Europe is no longer a major power in the hardware business, its opportunities in operating system software are strictly limited.

IBM, in fact, with its range of operating systems designed around its mainframe System/360 architecture dominates the operating system business. Plug compatible manufacturers who build machines that emulate IBM computers are forced to offer IBM's operating systems.

Furthermore, its proprietary technique for linking its computers together, Systems Network Architecture (SNA), threatens to become the major data communication standard the world over.

Software standards, sets of agreed international rules which set out how a piece of software behaves and how it re-



Source: International Data Corporation

lates both to the computer it runs on and to other software, have become the key issue.

This is why European computer manufacturers like ICL, Siemens, Olivetti and Nixdorf have been joined by major US computer manufacturers in a push to establish standards around Unix, an operating system which, they are determined, should not be controlled by any one manufacturer.

It also explains why computer manufacturers, European and American alike, are pressing for the adoption of a standard international set of rules for the interconnection of computer systems.

Called Open Systems Interconnect (OSI), it is seen as a bulwark against the possibility that IBM will establish SNA as the world standard, giving it an insurmountable competitive technical advantage.

It has to be made clear that nobody expects that IBM—or indeed any of the other major manufacturers—will give up their proprietary operating sys-

tems for the top ends of their ranges. They have too much time and money invested in them.

But for medium sized machines and personal computers, Unix is seen as a powerful alternative to manufacturer's operating systems and one which would give every software developer the chance to start from a similar base position.

European computing companies, driven by enlightened self-interest, have played a major part in making the case for Unix.

Some indication of this is given by the fact that last year a European, Dr Pamela Gray of the UK company Sphinx, was named president of the US Unix users group.

But Unix has yet to find enthusiastic acceptance by users of computers as opposed to those making them. There are still too many different and incompatible versions. By the end of this year, a new version should be ratified as an inter-

national standard by the major standards-making bodies.

Called Posix, or portable operating system interface X, it is not a true operating system but a set of rules which define how an application software program—the part written by software houses—must interact with the operating system.

The standard issue apart, a major difference between US and European software houses turns around the issue of software products or packages, generalised pieces of software which have a specific application and which can be used by many different customers.

The US industry with its massive, homogeneous home market has developed the package to a fine art which is the reason why Lotus can grow from nothing to the largest independent software house in the world in less than five years (it has now been overtaken by the merger between Computer Associates and Uccel) through massive sales of its integrated spreadsheet 1-2-3.

Europe, with its many discrete markets has never been able to compete with the US in packages. There are a few honourable exceptions—Shadow II, a teleprocessing monitor now marketed by Thorn EMI, found favour in the 1970s, while Midas from BIS is still the world's top selling banking package.

And Software AG, based in Darmstadt, has had continued success over the years with Adabas, an advanced database management system which runs on IBM and Digital Equipment Corporation computers.

Europe's strength, however, lies not in packages but in custom and semi-custom software. It is at the forefront of developments planned to make it easier to write software quickly while guaranteeing that it will work effectively.

Packaged solutions, it has been found, are not the answer to every company's problems.



Dr Pamela Gray

But software productivity is low everywhere. The aim is to develop methods of putting software production on a more scientific basis using the computer itself to manage and control the software generation process.

Software developers describe these sets of techniques as "environments".

European hopes are pinned to a development called the Portable Common Tool Environment (PCTE). Software tools are programs which make it easier to write other programs and so improve productivity.

A common tool environment would imply a common set of standards across Europe for software generation which could give it a boost in its area of strength—writing special software to link together standard software modules to create customised systems for Europe's diversity of computer users.

Alan Cane



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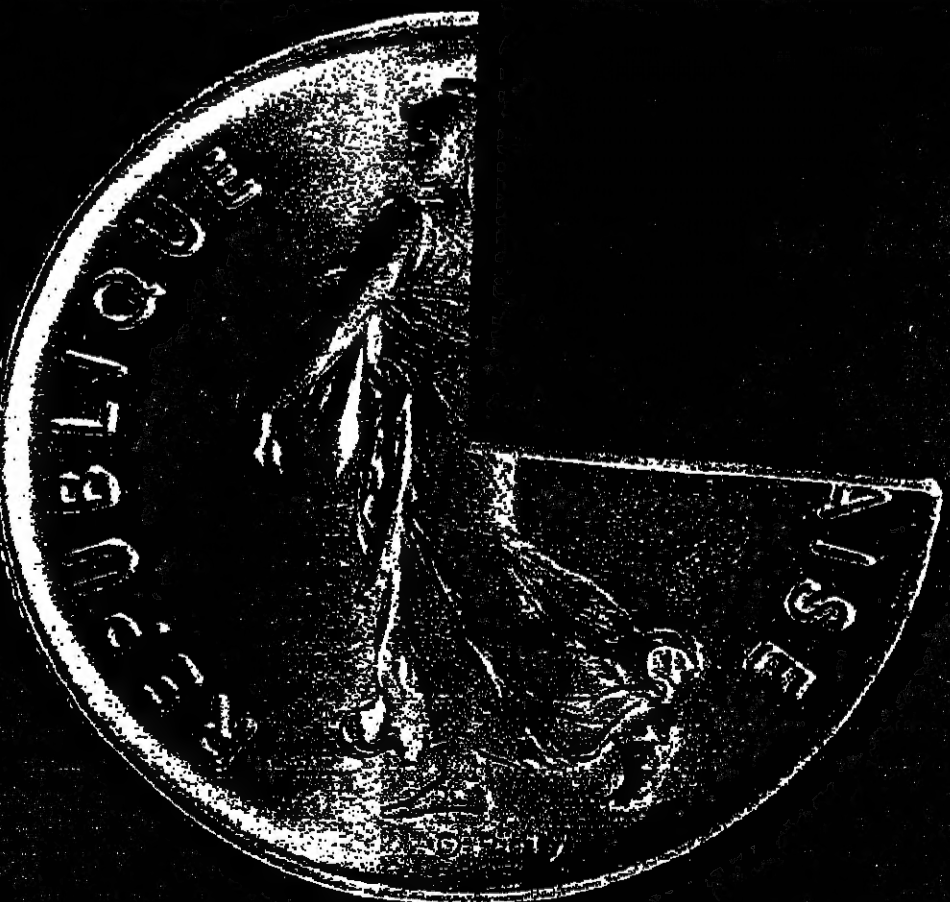
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EUROPEAN HIGH TECHNOLOGY 10

Telecommunications

Liberalisation to be tested

DECISIONS ARE due in the next 12 months which will show how deep-rooted the trend towards the liberalisation of telecommunications is in the main European markets.

Both West Germany and France are expected to make up their minds on how much competition they want to introduce into their telecommunications markets, still closed in crucial respects. Meanwhile many smaller countries are also considering whether to follow suit.

In addition, the European Commission will have to sift through responses to its June green paper on telecommunications liberalisation and decide how, if at all, it is to give a further prod to the impetus towards more open markets. Further moves can also be expected to rationalise Europe's equipment manufacturers.

The magnitude of the issues at stake were set out by Mr Karl Heinz Narjes, vice president of the European Commission, last month when introducing the Commission's green paper.

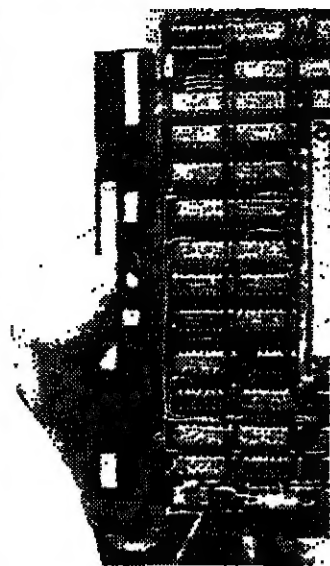
By the end of the century, he argued, some 60 per cent of all the jobs in the European Community will depend on the convergent technologies of telecommunications computing.

Yet European industry is at an inherent disadvantage because of the fragmentation of its national markets: no European country accounts for more than 5 per cent of the world telecommunications market, as against more than 35 per cent for the US and 11 per cent for Japan. Moreover, many European telecommunications administrations, made sluggish by years of holding a monopolistic grip on their markets, have been slow to introduce the new telecommunications services which businesses in particular are demanding.

"If Europe is to meet the challenges, it must be out of the question for existing national monopolies to be responsible for the entire telecommunications functions," Mr Narjes argued.

The Commission believes it must break down the regulatory, standards and legal barriers that surround most telecommunications authorities in Europe as part of its ambitious drive to create a free internal market within the European Community by 1992. So it proposed in its green paper:

- Liberalisation of the supply of all terminal equipment, except possibly the first telephone, and of value added services.



The Bundespost has introduced ITT's System 12 into its network. Substantial liberalisation of the German market is in prospect.

• An end to telecommunications authorities' regulatory powers to stop them choking competition.

• A ban on cross subsidies in any areas open to competition.

• Agreement on standards, frequencies and tariff principles to promote competition across the Community.

• A new European Telecommunications Standards Institute to champion the creation of common standards.

• The opening up of some types of satellite communications to competition.

The Commission says that Europe's telecommunications authorities raised no fundamental objections in principle in preliminary discussions of these proposals, though they have still to respond in detail.

Yet perhaps a truer guide to the real sentiments of the European authorities is whether they are prepared to open up their own markets under their own steam. West Germany, France, Italy, Spain, Portugal and the Netherlands are among the countries considering plans to liberalise their telecommunications, though the outcome in some of these is far from certain.

In West Germany, a government commission which has been studying the country's telecommunications since 1985 is due to publish its final report this autumn. Provisional recommendations released earlier this year centred on three points:

• The Bundespost would be divorced from the Ministry of Posts and Telecommunications, making it less like an arm of government.

• The Bundespost would keep its monopoly of switching and transmission, but would lose its control over other areas of telecommunications.

• The Bundespost would lose its grip on switching and transmission if its charges for private leased lines had not moved closer to those of other countries within three years.

However, there is considerable doubt as to whether the political will exists in West Germany to push through fundamental reforms, even though the Bundespost has been criticised—including in a report commissioned by the government—on its inefficiency, failure to innovate and charging too high prices.

In France too there is uncertainty as to how far the government will go in following up the liberalising lead it has on occasions expressed. It has said it will open up value added services to competition by the summer and put a more far reaching Bill, designed gradually to break up the monopoly of the Direction Générale des Télécommunications, before parliament this year.

Comparisons

The supply of private exchanges and telephones: How liberal is Europe?

	Private Exchange	Telephone
Belgium	L	M
Denmark	M	M
France	L	L
W. Germany	L	M
Greece	L	M
Ireland	L	M
Italy	L	M
Netherlands	M*	M*
Portugal	L	M
Spain	RC	M
UK	L	L

KEY: L=liberalised, M=monopoly, PL=partly liberalised (some types liberalised), RC=regulated competition with liberalised entry. * Netherlands is to liberalise the supply of all terminal equipment from the start of 1988. Source: European Commission.

Meanwhile, Europe's equipment manufacturers are continuing to talk to one another in the search for greater economies of scale as development costs mount and markets become increasingly global.

Two events have stood out during the past year.

Alcatel of France gained control of the telecommunications equipment interests of ITT of the US to create the second largest equipment manufacturer in the world after American Telephone & Telegraph.

In April, Ericsson of Sweden took control of CGCT, the second French public exchange manufacturer, bringing to an end a bitter struggle which had seen the US Government lobbying hard for the joint venture between AT & T and Philips of the Netherlands, at one time considered the favourite to take over CGCT.

With three clear market leaders among the European equipment suppliers—Alcatel, Siemens of West Germany and Ericsson—the pressure is likely to mount on the UK suppliers, particularly General Electric Company and Plessey, and Italian companies, notably Italtel and Telettra, to rationalise their activities further.

The American giants—AT & T and Northern Telecom of Canada—will also keep up their assaults on European markets.

David Thomas

Although DGT officials talk about the possibility of having to compete with a French equivalent of Britain's Mercury before too long, no one will be too surprised if the timetable for change begins to drag, especially since some of the easiest areas to liberalise—the supply of private exchanges and telephones—have long been open.

Many Continental experts believe the UK's experience of liberalisation—by far the most extensive in Europe—shows that opening up telecommunications markets has disadvantages, as well as benefits such as greater choice and efficiency.

In particular, they point to the flood of imports of telecommunications equipment into Britain since it liberalised and to British Telecom's restructuring of its tariffs, which is widely seen as having benefited business users at the expense of residential customers.

Indeed, the European Commission fought shy of proposing any action in the most sensitive area of all—the telecommunications networks themselves.

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David Thomas

Mobile communications

Moving nearer a unified market



The British businessman may soon be able to use his cellular phone in Munich.

In Munich

now under way between virtually every manufacturer in Europe with an interest should result in the formation of transnational joint ventures to make digital cellular equipment over the next few months.

Two broad consortia are already beginning to take shape. One involves Ericsson of Sweden and the other takes in Motorola of the US—the two rival companies which are the world leaders in the manufacture of the present generation of analogue cellular equipment.

Ericsson has clinched or is discussing partnerships in all the larger European markets.

"Our strategy is to have a number of bilateral agreements," says Mr Åke Lundqvist, president of Ericsson's radio systems division.

Mr Lundqvist explains further: "We recognise that Ericsson—not being part of the Common Market—might have political difficulties in entering the big markets."

Ericsson has agreed to develop cellular equipment with Siemens of West Germany. It cemented a manufacturing arrangement with Matra of France as part of the deal whereby it took control in April of CGCT, the second French public exchange maker.

Ericsson is also discussing a link with Orbitel, the cellular equipment joint venture between Racal and Plessey of the UK announced in May. Orbitel is committed to making equipment for the pan-European digital network. It may adapt System X, the digital telephone exchange developed by Plessey and Britain's General Electric Company, for the cellular market.

Motorola hopes to be part of a powerful consortium capable of supplying the whole of Europe. It has held negotiations about this with Alcatel of France and British Telecom, whose interest lies in the development rather than the manufacture of digital cellular equipment. Any consortium involving Motorola might also rope in other companies, such as GEC.

The present cellular operators are also beginning to think about how they will become involved in pan-European digital. For example, Cellnet, one of the two UK cellular networks, has been giving preliminary thought to inviting Continental telephone operators to take a stake in the network it plans for pan-European digital. In return Cellnet would hold a stake in similar networks on the Continent.

Yet the high hopes generally held about pan-European digital are also being tempered by some cautious voices. The European industry seems evenly divided between those who believe that 1991 is a feasible target date for at least the initial parts of the pan-European network to be in place and those who argue that it is more realistic to assume a start-up date of a couple of years later.

The idea that Europe is stealing a technological lead over

the American and the Japanese might be of only theoretical importance because the US and Japan may feel little pressure to follow Europe down the digital route.

Industry experts in the US argue that the analogue systems in the US, although signing up customers rapidly, are unlikely to be under capacity constraints even in the 1990s. So, they say, there will be little incentive for the US to engage in the costly business of building alternative digital networks.

Moreover, some people believe that digital cellular will initially seem less attractive to customers than the existing analogue networks. Although Motorola is committed to participating in pan-European digital, Dr Ed Stinson, in charge of Motorola's cellular operations, says that digital cellular will be more expensive at first and will not be able to support portable machines.

Meanwhile, the rapid development of the present generation of analogue cellular continues in leading European countries.

The fastest growing is the UK, where the two cellular operators, Cellnet and Racal Vodafone, are investing heavily to cater for growth. With over 100,000 subscribers the UK has now overtaken Sweden to have the largest number of cellular users in Europe.

Cellnet and Vodafone recently announced that they had reached their target population coverage—to cover 90 per cent of the British population—two and a half years earlier than the deadline set by the British Government. Both are still counting on 500,000 subscribers, shared roughly equally between them, by the end of 1990.

However, the Scandinavians remain the market leaders in Europe in terms of the penetration of cellular use. Cellular pioneers in Europe, the Scandinavians are alone in having a penetration level of more than 10 per 1,000 population.

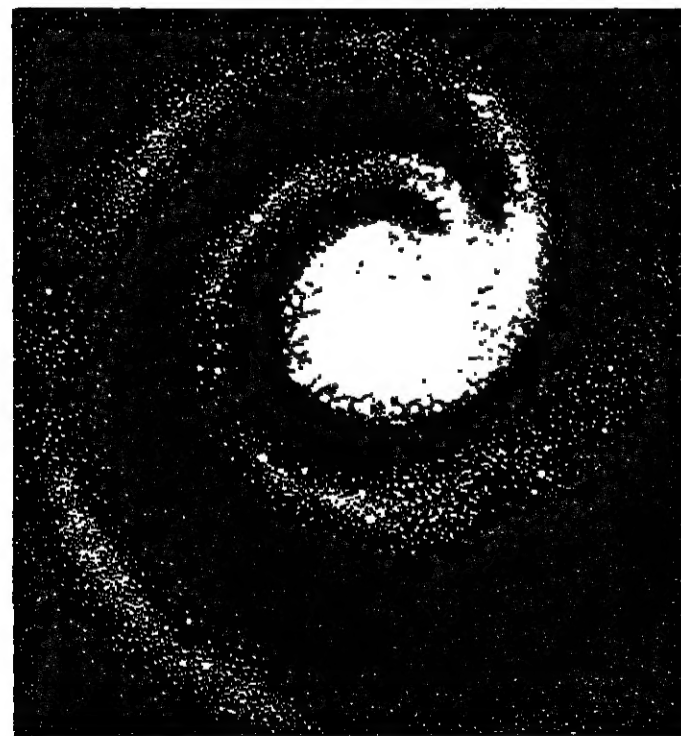
A point to watch over the coming year is how rapidly cellular expands in West Germany and France, the two large European markets which have been slow to realise cellular's potential.

Cellular use in West Germany has been expanding smoothly since the Bundespost introduced its first fully cellular service there in the middle of last year. Siemens believes demand could be 400,000-500,000 by the time pan-European digital enters service in 1991.

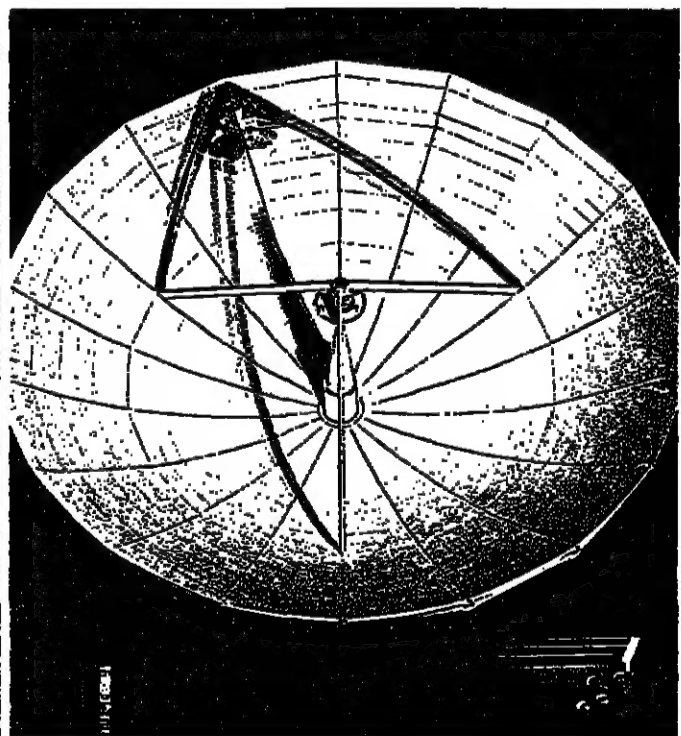
France, by contrast, still does not have a fully cellular service, though there has been talk of introducing one in competition with the present severely limited mobile communications service.

David Thomas

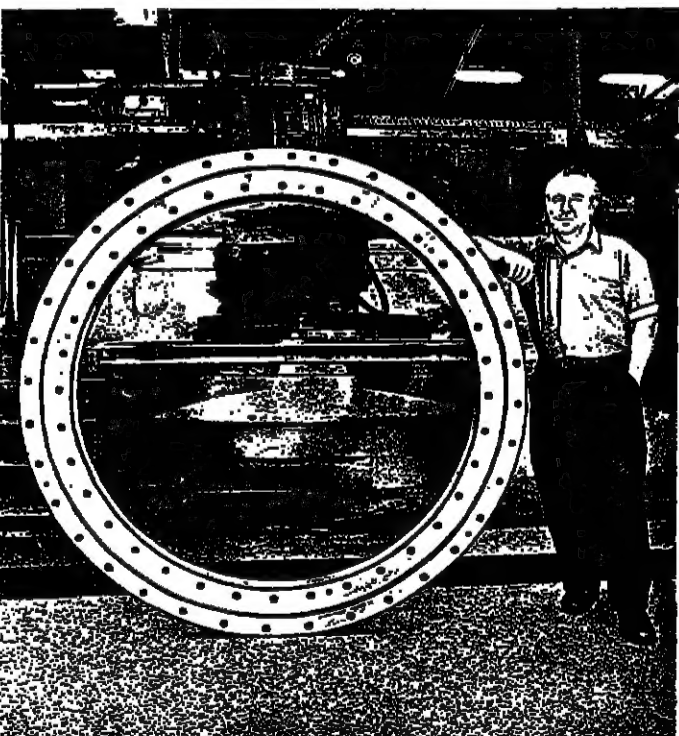
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